



# Agenda

## Cumberland County Commissioners' Finance Meeting

October 25, 2023 at 1:30 p.m.  
Commissioners' Hearing Room  
Courthouse, Carlisle, PA

Phone (717) 240-6150 Website: [www.cumberlandcountypa.gov](http://www.cumberlandcountypa.gov)

---

1. Call to Order
2. Public Comment
3. Approval of Minutes of September 27, 2023
4. Topics of Discussion:
  - **Financial Analysis Committee Presentation** (Dana Best, Tammy Bender)
5. Other Business
6. Adjourn

# October 2023 Financial Analysis Committee Presentation

Commissioners:

**Gary Eichelberger**

**Jean Foschi**

**Vincent DiFilippo**

Chief Operations Officer/Chief Clerk:

**Stacy M. Snyder**

Chief Financial Officer:

**Dana L. Best**

10/19/2023



# Presentation Overview

- Unassigned fund balance is projected to be approximately the recommended 100 days of general fund expenses in 2023 and below the 70 days minimum needed to meet general fund cash flow needs in 2024.
- A long-term plan is needed to maintain 100 days. A millage increase/change will be needed. The earlier a change is made, the greater impact it has on the future years.
- Unassigned fund balance began declining in 2021 and will decrease below 100 days in 2024 unless changes are made

	2020	2021	2022	2023	2024
Days of Fund Balance	141	140	131	107	58

- Major changes from the previous projections
  - Interest revenue increased
  - MH.IDD subsidy decreased due to one-time payment from the state
  - County grant program allocation
- One-time monies are temporarily funding some costs
- Projects delayed due to:
  - Labor shortage
  - Supply shortage



# 2024 Budget



# 2024 Budget vs Projections

	Preliminary Budget 2024	Projected 2024	Favorable (Unfavorable)	Percentage Change
<i>Real Estate Taxes</i>	58,473,056	58,473,056	0	0.00%
<i>All Other Revenue</i>	34,057,368	33,858,873	(198,495)	(0.58%)
<b>Total General Fund Revenue</b>	<b>92,530,424</b>	<b>92,331,929</b>	<b>(198,495)</b>	<b>(0.21%)</b>
<b>Total General Fund Expenses</b>	<b>133,588,867</b>	<b>104,292,731</b>	<b>29,296,136</b>	<b>21.93%</b>
<i>Salary</i>	40,875,257	39,724,658	1,150,599	2.81%
<i>Benefit</i>	15,937,251	15,079,283	857,968	5.38%
<i>Operating</i>	32,280,918	28,923,618	3,357,300	10.40%
<i>Subsidy</i>	16,865,695	14,748,522	2,117,173	12.55%
<i>Capital</i>	9,073,201	8,854,112	219,089	2.41%
<i>Transfers / Debt</i>	18,556,545	3,931,630	14,624,915	78.81%
<b>Additional Impacts</b>		(6,969,092)	6,969,092	100.00%
<b>2024 Unassigned Fund Balance</b>	(10,118,298)	18,979,343		
<b>Fund Balance Moved From Assigned/Committed</b>	20,775,600			
<b>Ending 2024 Unassigned Fund Balance</b>	10,657,302	18,979,343		
<b>Adjustment required to maintain 100 days</b>	37.34%	23.10%		

## Projected Expenses

Operating expense decreasing \$3,357,300 or 10.40%

- Contingency budgeted at \$1,450,000

Subsidy decrease of \$2,095,200 or 12.44%

- MH.IDD decrease of \$942,400**

- Emergency Telephone 9-1-1 decrease of \$564,600**

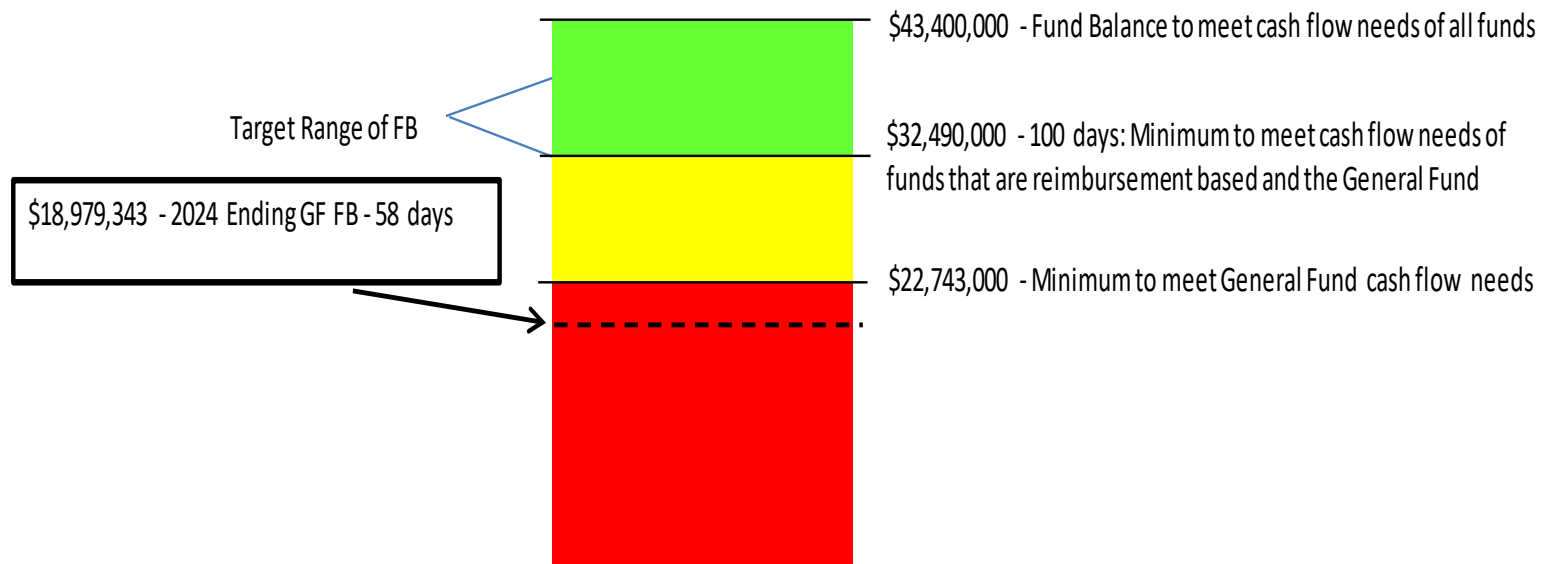
Transfers/Debt decreasing \$14,625,915 or 78.81%

- Removed the \$15 million transfer to the County Grant Program

Additional Impacts decreasing \$6,969,100 or 100.00%



# Unassigned Fund Balance Thermometer



**Note:** In 2026, Finance will be re-evaluating the fund balance policy, cash flow needs, and the thermometer bands.



# Projections



# 2023 General Fund Projection Comparison

The current fund balance projection is \$30,940,100 which is a \$2,472,800 increase from the May 2023 projection of \$28,467,300.

The change is due to the following:

## Positive Impacts to Fund Balance:

- Interest Revenue increasing \$2,220,800
- MH.IDD subsidy is decreasing 2,361,000
- Capital is decreasing \$1,003,800 due to timing of project completion

## Negative Impact to Fund Balance:

- The timing of the County Allocation for Projects changed to better reflect when projects are expected to occur. This decreased the projections for October by \$4,042,500. This allocation will be occurring in future years.
- See Appendix page 11 for additional information on the County Allocation for Projects



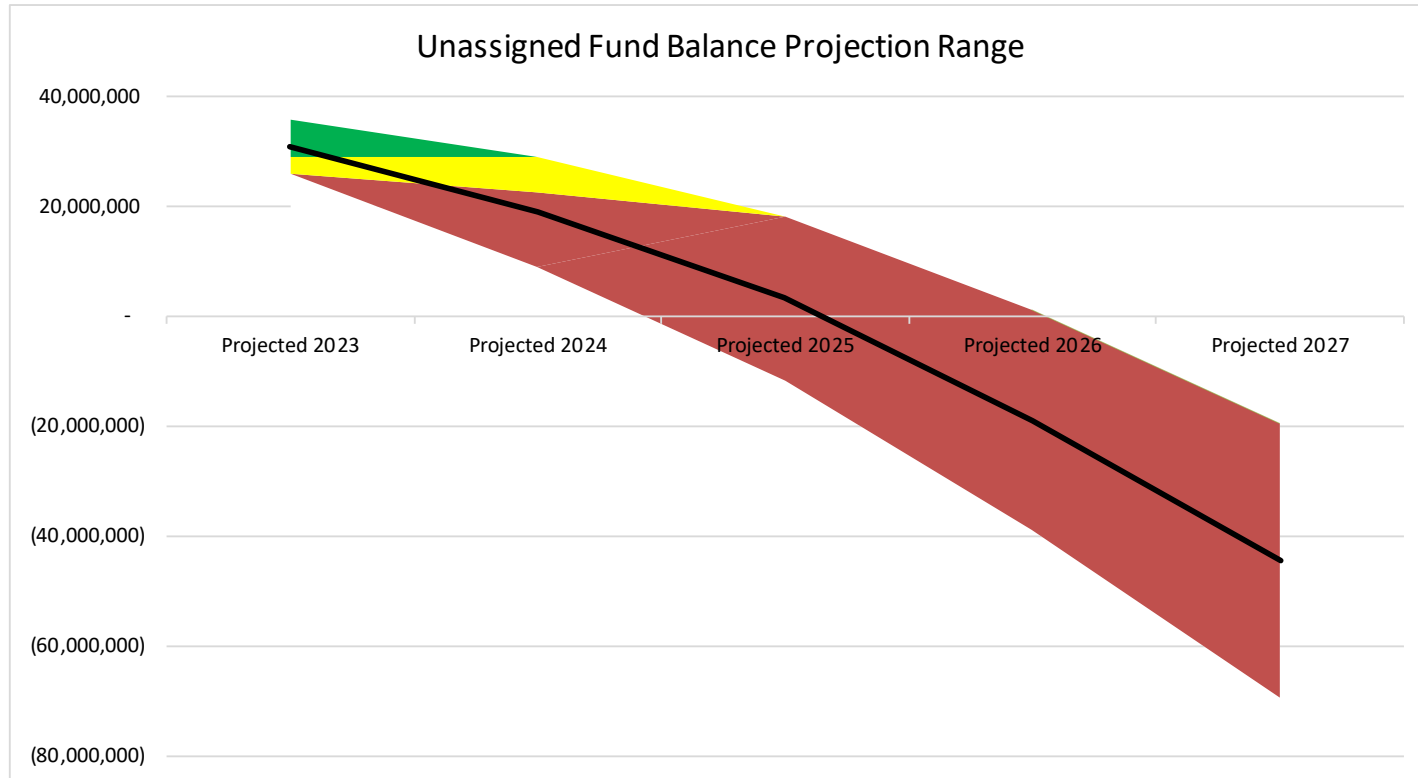


# 2023 Thru 2027 General Fund Projections

	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<i>Real Estate Taxes</i>	57,586,268	58,473,056	59,320,029	60,209,403	61,112,117
<i>All Other Revenue</i>	36,476,059	33,858,873	30,734,315	30,590,527	30,844,170
<i>Revenue Replacement for Govt Services</i>	14,914,824				
<b>Total General Fund Revenue</b>	<b>108,977,151</b>	<b>92,331,929</b>	<b>90,054,344</b>	<b>90,799,930</b>	<b>91,956,287</b>
<b>Total General Fund Expenses</b>	<b>113,137,931</b>	<b>104,292,731</b>	<b>105,679,550</b>	<b>113,051,149</b>	<b>117,417,832</b>
 <i>Salary</i>	 37,058,962	 39,724,658	 41,236,728	 42,802,543	 44,435,324
<i>Benefit</i>	14,510,931	15,079,283	15,554,181	15,983,866	16,333,659
<i>Operating</i>	29,064,976	28,923,618	29,174,896	29,653,777	30,114,206
<i>Subsidy</i>	10,864,562	14,748,522	14,233,647	14,738,333	15,350,798
<i>Capital</i>	5,472,257	8,854,112	7,587,974	6,286,636	4,149,180
<i>Transfers / Debt</i>	3,751,555	3,931,630	4,714,024	4,734,294	4,757,965
 <b><u>Additional Impacts</u></b>					
<i>Fund Balance Moved to Committed</i>	14,914,824				
<i>CARES Act Funding</i>	(14,000)	0	0	0	0
<i>CNRC</i>	(528,630)	(528,300)	(528,300)	(528,300)	(528,300)
<i>911 Alternative Backup</i>	0	0	0	0	3,000,000
<i>Children &amp; Youth</i>	???	???	???	???	???
<i>County Allocation for Projects</i>	(1,957,506)	(4,093,192)	(3,946,000)	(620,000)	(195,000)
<i>Fund Balance Management</i>		(2,347,600)	(2,347,600)		
<b>Unassigned Fund Balance</b>	<b>30,940,145</b>	<b>18,979,343</b>	<b>3,354,137</b>	<b>(18,897,082)</b>	<b>(44,358,627)</b>
<b>Days of Unassigned Fund Balance</b>	<b>107</b>	<b>58</b>	<b>10</b>	<b>-58</b>	<b>-136</b>
<b>Gap between Revenue and Expense</b>	<b>-4,160,780</b>	<b>-11,960,802</b>	<b>-15,625,206</b>	<b>-22,251,219</b>	<b>-25,461,545</b>
<b>Adjustment Required to Maintain 100 days</b>		<b>23.1%</b>	<b>2.6%</b>	<b>8.5%</b>	<b>3.4%</b>



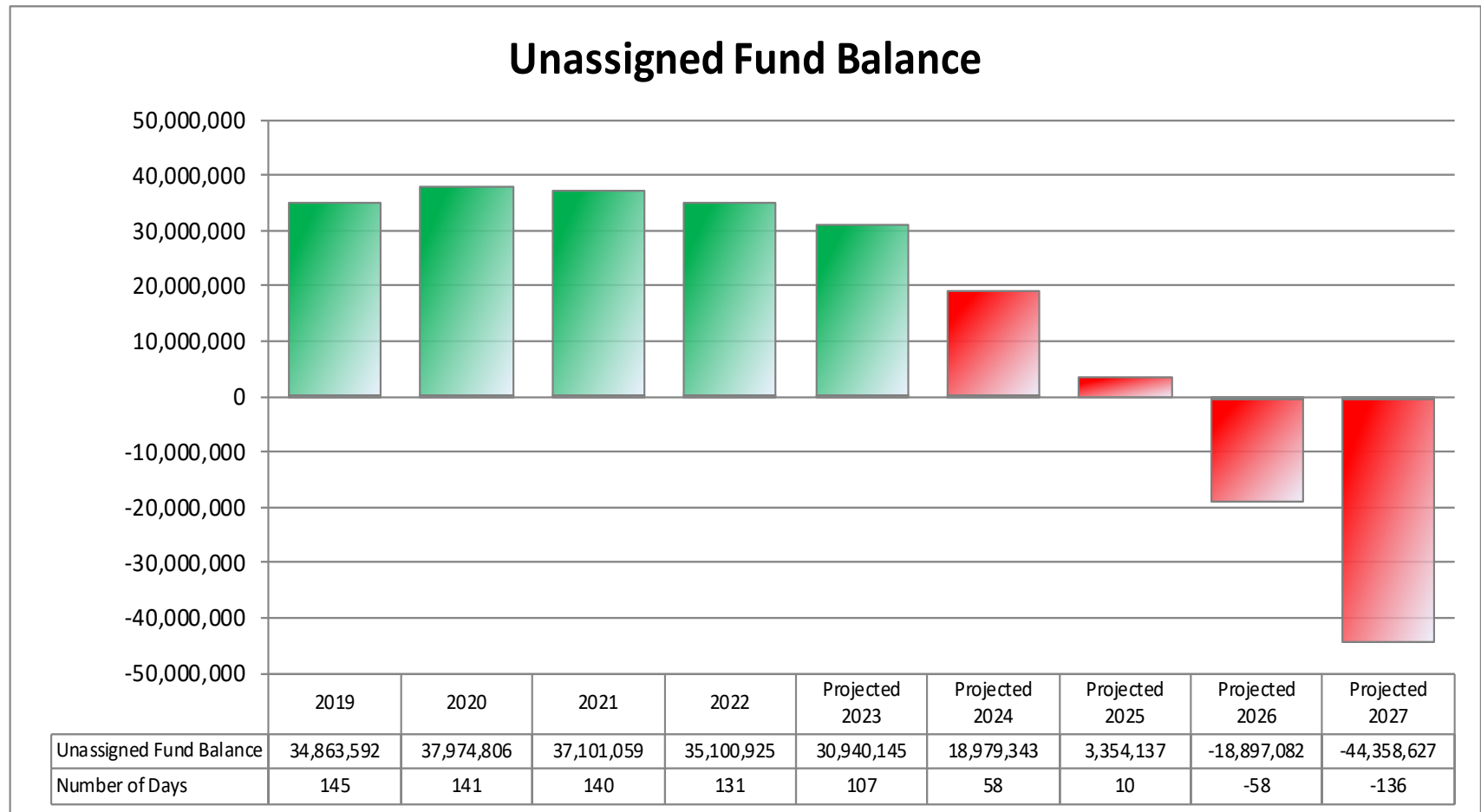
# Projection Range



This chart shows the projection range based on a five-million-dollar on-going change in the current assumptions. Major changes may shift the projection range. The black line shows the current projections.



# General Fund Projections



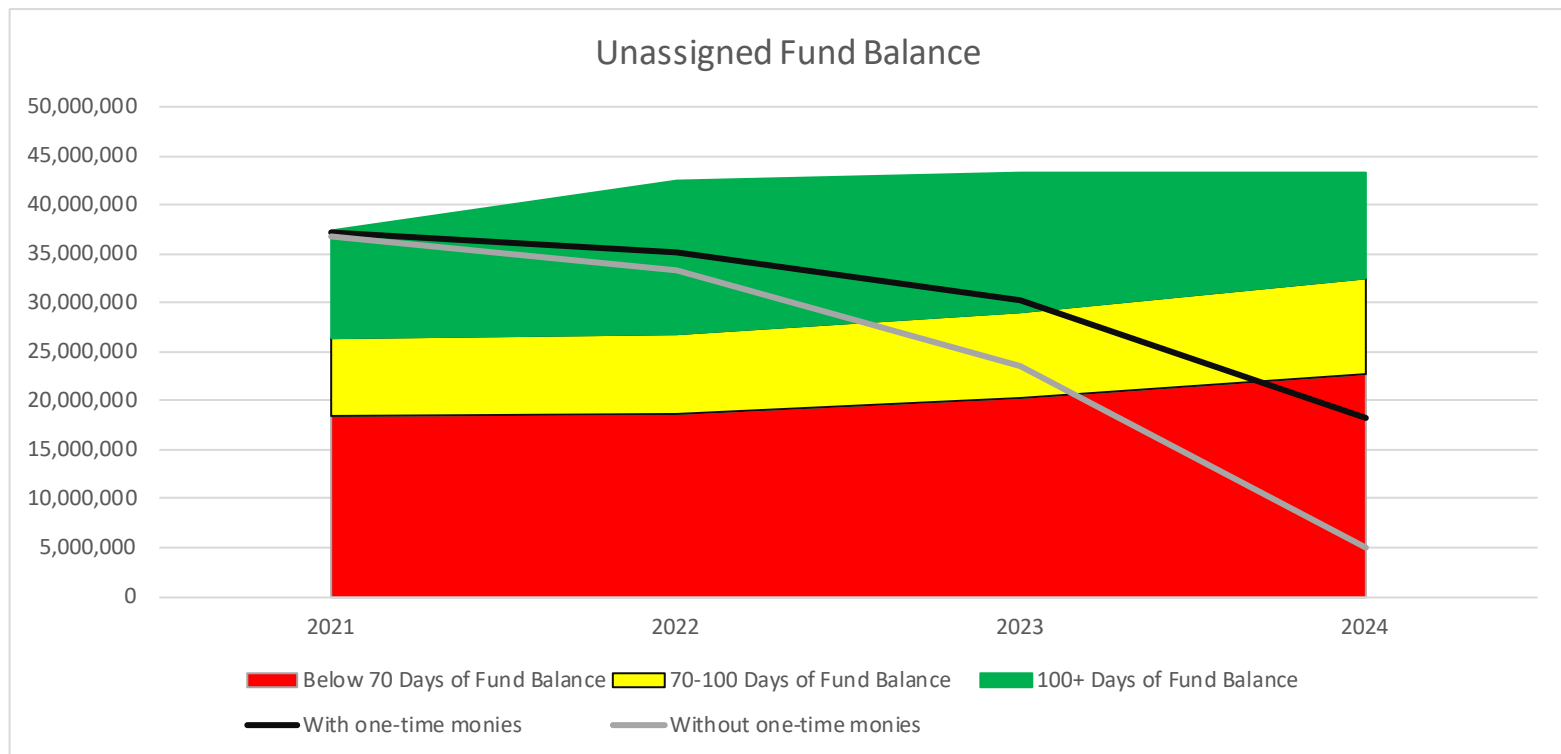
# General Fund Projections - Adjusted for MH and 9-1-1

	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<i>Real Estate Taxes</i>	57,586,268	58,473,056	59,320,029	60,209,403	61,112,117
<i>All Other Revenue</i>	36,476,059	33,858,873	30,734,315	30,590,527	30,844,170
<i>Revenue Replacement for Govt Services</i>	14,914,824				
<b>Total General Fund Revenue</b>	<b>108,977,151</b>	<b>92,331,929</b>	<b>90,054,344</b>	<b>90,799,930</b>	<b>91,956,287</b>
<b>Total General Fund Expenses</b>	<b>113,137,931</b>	<b>102,686,911</b>	<b>101,918,850</b>	<b>109,222,149</b>	<b>113,518,832</b>
<i>Salary</i>	37,058,962	39,724,658	41,236,728	42,802,543	44,435,324
<i>Benefit</i>	14,510,931	15,079,283	15,554,181	15,983,866	16,333,659
<i>Operating</i>	29,064,976	28,923,618	29,174,896	29,653,777	30,114,206
<i>Subsidy</i>	10,864,562	14,748,522	14,233,647	14,738,333	15,350,798
<i>Capital</i>	5,472,257	8,854,112	7,587,974	6,286,636	4,149,180
<i>Transfers / Debt</i>	3,751,555	3,931,630	4,714,024	4,734,294	4,757,965
<b><u>Additional Impacts</u></b>					
<i>Fund Balance Moved to Committed</i>	14,914,824				
<i>CARES Act Funding</i>	(14,000)	0	0	0	0
<i>CNRC</i>	(528,630)	(528,300)	(528,300)	(528,300)	(528,300)
<i>Children &amp; Youth</i>	???	???	???	???	???
<i>County Allocation for Projects</i>	(1,957,506)	(4,093,192)	(3,946,000)	(620,000)	(195,000)
<i>Fund Balance Management</i>		(2,347,600)	(2,347,600)		
<i>MH.IDD and 9-1-1 subsidy</i>		(1,605,820)	(3,760,700)	(3,829,000)	(3,899,000)
<b>Unassigned Fund Balance</b>	<b>30,940,145</b>	<b>20,585,163</b>	<b>8,720,657</b>	<b>(9,701,562)</b>	<b>(31,264,107)</b>
<i>Days of Unassigned Fund Balance</i>	107	63	27	-30	-96
<b>Gap between Revenue and Expense</b>	<b>-4,160,780</b>	<b>-10,354,982</b>	<b>-11,864,506</b>	<b>-18,422,219</b>	<b>-21,562,545</b>
<i>Adjustment Required to Maintain 100 days</i>	0.0%	20.4%	0.0%	8.2%	3.8%



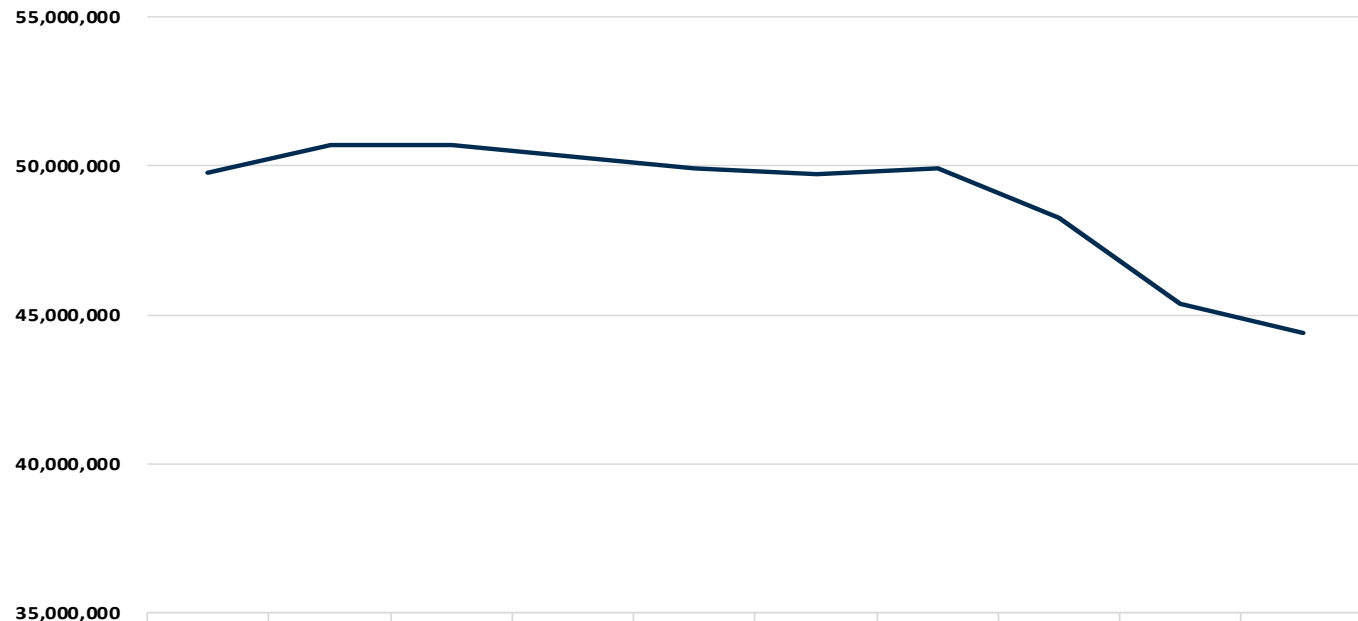
# Impact of County Grant Program

- Unassigned Fund balance began decreasing in 2021.
- Unassigned Fund balance would have decreased faster without the one-time monies (gray line). A millage increase/change would have been needed earlier.
- The chart does not include the impact of the CARES monies which would show an even faster decline of fund balance.



# Real Estate Tax Revenue

Real Estate Tax Revenue (constant dollars)



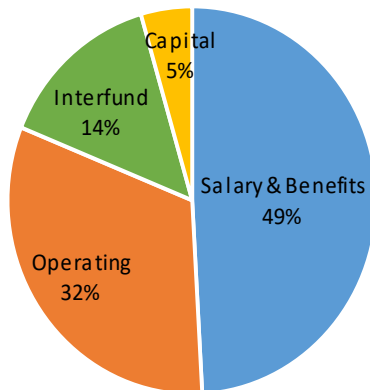
	2014	2015	2016	2017	2018	2019	2020	2021	2022	Projected 2023
Property Tax Revenue (constant dollars)	49,788,005	50,682,247	50,697,968	50,327,751	49,906,741	49,743,619	49,916,514	48,254,935	45,363,191	44,398,562
Needed Change to Maintain	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.85%	5.90%	1.98%

## Chart Notes:

- **This includes real estate tax growth**
- Growth and collections no longer outpaces CPI starting in 2021
- “Needed Change to Maintain” percentage assumes that previous changes were made
- Estimated growth to have maintained 2014 constant dollar = an additional \$2.45 billion assessed value

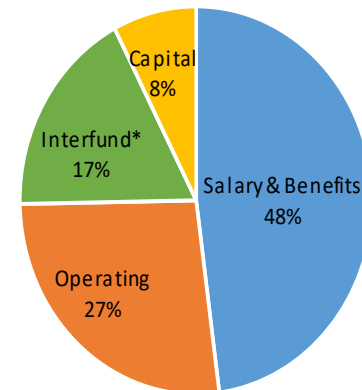
# 2019 vs 2024 General Fund Expenses

2019 General Fund Expense Budget



2019 Grants: \$14,066,863 (16%)

2024 General Fund Expense Budget



2024 Grants: \$14,300,547 (12%)

Note: 2024 Budget has \$15 million removed due to transfer for external County Grant Program

# 2024 General Fund Budgeted Operating Expenses

## **Professional Services - \$11.3 million**

Prison Medical & Catastrophic - \$2.9 million  
 Court Mandated Legal Services - \$2.0 million  
 Planning Grants - \$999,000  
 Prison Dietary Services - \$700,000  
 Feasibility Study - \$500,000  
 Election Officers - \$300,000

## **Payments to Agencies / Other Govts - \$8.1 million**

Library Taxes - \$4.4 million  
 Redevelopment Authority Pass-Thru Grants - \$1.4 million  
 Planning Grants - \$335,000  
 Commissioners' Grants & Program Funding - \$122,600

## **Office Supplies - \$2.4 million**

Computer Equipment / Software / Network  
 Equipment - \$805,000  
 Program Supplies - \$685,000

## **Equipment Maint & Repairs- \$2.2 million**

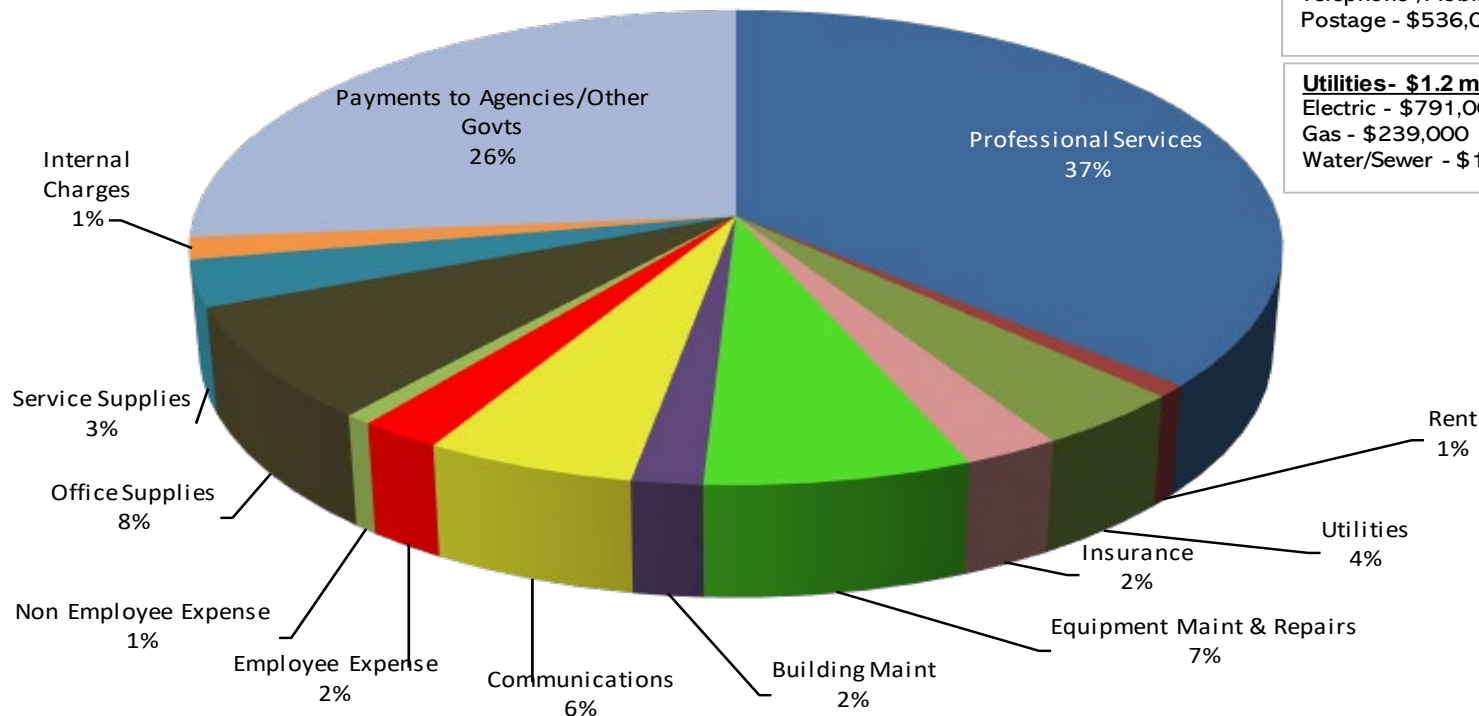
Software/Equipment Agrmt - \$1.8 million

## **Communications- \$1.7 million**

Telephone /Mobile - \$503,000  
 Postage - \$536,000

## **Utilities- \$1.2 million**

Electric - \$791,000  
 Gas - \$239,000  
 Water/Sewer - \$182,000





# Changing Expenses

The following expenses are having an impact on unassigned fund balance.

- Inflation currently high
- Increasing professional service costs (courts legal service/complex cases)
- Capital projects- increasing vendor costs
- Technology
  - Keeping technology hardware/software current
  - Nationwide trend with vendors towards cloud suite versus on-premise
  - Yearly license subscription costs versus one-time
  - Large life-cycle replacement is expected in 2025
- Examples of increases in office supplies/postage

	2019 Cost	2023 Cost	% Change
Stamps	0.55	0.66	20%
Post it Notes/ 12 pk	9.23	12.19	32%
Copy Paper / box	23.79	42.06	77%

# Millage Increase Impacts



# Interactive Work Session on Impacts of Different Scenarios

Note: The four scenarios in the Appendix will be used as examples to start the session



# Taxpayer Statistics

- Current Average Household Assessment: **\$222,000**
- Current Average Household Real Estate Tax Bill at 2.195 mills: **\$487**
- 2014 Median Household Income: **\$61,000**
- 2021 Median Household Income: **\$77,000**
- Household income increase from 2014 to 2021: **25%**



# Household Income vs. County Real Estate Tax Paid

2014



2021



# Impacts of Millage Changes to Taxpayer per Month (per Year)

10% = \$4.05 (\$48.63) ≈



One Small Ice Cream from Bruster's  
per Month

15% = \$6.08 (\$72.94) ≈



One Grande Pumpkin Spice Latte  
from Starbucks per Month

20% = \$8.10 (\$97.25) ≈



One Burger and Drink from Wendy's  
per Month

30% = \$12.16 (\$145.88) ≈



One Movie Ticket from RC Theaters  
per Month



# Presentation Overview

- Unassigned fund balance is projected to be approximately the recommended 100 days of general fund expenses in 2023 and below the 70 days minimum needed to meet general fund cash flow needs in 2024.
- A long-term plan is needed to maintain 100 days. A millage increase/change will be needed. The earlier a change is made, the greater impact it has on the future years.
- Unassigned fund balance began declining in 2021 and will decrease below 100 days in 2024 unless changes are made

	2020	2021	2022	2023	2024
Days of Fund Balance	141	140	131	107	58

- Major changes from the previous projections
  - Interest revenue increased
  - MH.IDD subsidy decreased due to one-time payment from the state
  - County grant program allocation
- One-time monies are temporarily funding some costs
- Projects delayed due to:
  - Labor shortage
  - Supply shortage



# October 2023 Financial Analysis Committee Presentation

Commissioners:

**Gary Eichelberger**

**Jean Foschi**

**Vincent DiFilippo**

Chief Operations Officer/Chief Clerk:

**Stacy M. Snyder**

Chief Financial Officer:

**Dana L. Best**

\* Presentation is available at [www.cumberlandcountypa.gov/finance](http://www.cumberlandcountypa.gov/finance)







# ***October 2023***

## ***Financial Analysis Committee***

### ***Appendix***

Commissioners:

**Gary Eichelberger**

**Jean Foschi**

**Vincent DiFilippo**

Chief Operations Officer/Chief Clerk:

**Stacy M. Snyder**

Chief Financial Officer:

**Dana L. Best**

# Table of Contents

<b>Financial Analysis Committee Presentation Notes.....</b>	<b>3</b>
<b>Glossary of Terms/Acronyms .....</b>	<b>4</b>
<b>Financial Analysis Committee Presentation Summary.....</b>	<b>6</b>
<b>2022 Fund Balance .....</b>	<b>7</b>
<b>Projections .....</b>	<b>8</b>
General Fund Actuals 2022 versus Projected 2023 .....	8
General Fund Projections March 2023 versus August 2023 .....	9
General Fund Projections Projected 2023 versus Projected 2024.....	10
Additional Impacts Explanation.....	11
Assumptions in the General Fund Projections.....	12
Major Pressure Points .....	13
General Fund Projections .....	14
2023-2027 Unassigned Fund Balance Projections.....	14
Unassigned Fund Balance Scenarios .....	15
<b>Revenue and Expense Data Analysis .....</b>	<b>18</b>
Revenue versus Expense .....	18
Interest Revenue .....	19
2019 versus 2024 General Fund Budgeted Expenses .....	20
Salaries and Benefits .....	21
Debt.....	22
9-1-1 Emergency Telephone .....	23
Mental Health Subsidy .....	24
Retirement.....	25
Medical.....	25
Consumer Price Index.....	26
<b>Real Estate/Assessed Value.....</b>	<b>27</b>
Taxable Assessed Value/Building Permits.....	27
Real Estate Tax Revenue Budget to Actual Comparison .....	28
Taxable Assessed Value Comparison .....	29
Comparative Tax Rate .....	30
<b>Financial and Employment Trends .....</b>	<b>31</b>
General Fund Salary Costs .....	31
Non-Union Percentage Salary Changes .....	31
Positions .....	32
Applicants versus Hires.....	32
Average Quarterly Turnover Rate .....	33
Tax Base .....	33
Unemployment Rate .....	34

# Financial Analysis Committee Presentation Notes

The spring projections are based upon the financial statements as of March 31<sup>st</sup>. The fall projections are based upon the financial statements as of August 31<sup>st</sup>.

Forecasting is done for five years which includes the current year and an additional four years.

Data is presented from the focal point of the General Fund.

Percentage changes are measured in increments based upon a millage change, but can be an on-going change to revenues and/or expenses.

All millage rates presented are real estate tax only and do not include library tax.

Millage Change	New Millage Rate	Increase in Tax Revenue
Current	2.195	\$ -
1%	2.217	\$584,200
5%	2.305	\$2,920,800
10%	2.415	\$5,841,500
15%	2.525	\$8,762,300
25%	2.744	\$14,603,800
30%	2.854	\$17,524,600

Unassigned fund balance in the presentation is general fund unassigned fund balance plus the assigned future budgetary requirement.

When calculating days of fund balance, transfers to the County Grant Program were excluded.

# Glossary of Terms / Acronyms

**5-Factor:** Classification of positions based on leadership, working conditions, complexity, decision making, and relationships.

**AAA Bond Rating:** Bonds of the highest quality that offer the lowest degree of investment risk. Issuers are considered extremely stable and dependable.

**American Rescue Plan Act (ARPA):** The American Rescue Plan Act is a \$1.9 trillion coronavirus rescue package designed to facilitate the recovery from the devastating economic and health effects of the COVID-19 pandemic. The act was signed into law on March 11, 2021.

**Assigned Fund Balance:** Portion of fund balance that reflects a government's intended use of resources for a specific purpose. In the document, we refer to unassigned fund balance as unassigned fund balance plus assigned - future budgetary requirements.

**Bond:** A means for long-term borrowing of funds to finance capital projects.

**Budget:** The plan of financial operation for each calendar or fiscal year estimating proposed expenditures and the proposed means of financing them. The Board of Commissioners will adopt the budget which is prepared in accordance with County Code. The legal level of approval is maintained at the fund level.

**Committed Fund Balance:** Government imposed constraints on the use of resources by formal action by the Commissioners.

**Debt Service:** Scheduled payments of principal and interest on long-term and short-term debt.

**Expenditures:** The cost of goods received or services rendered regardless of when payment is made. Expenditures decrease a fund's assets. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, capital outlays, intergovernmental grants, entitlements, and shared revenue.

**Expense:** The act of expending; expenditure.

**Fund Balance:** The excess of a fund's assets over its liabilities. For accounting purposes, fund balance is identified as non-spendable, restricted, committed, assigned, or unassigned.

**General Fund:** The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. The General Fund is the main operating fund of the county.

**Infor CloudSuite:** The county ERP software application provides easy web access to a multitude of information ranging from purchase requisitions and invoices to financial reports and personnel information. Departments use this tool to enter their data directly on-screen and report on the information, preventing duplicate data entry and saving time requesting and waiting for reports.

**MH:** Mental Health

# Glossary of Terms / Acronyms

**MH.IDD:** Mental Health, Intellectual and Developmental Disabilities

**Mill:** One one-thousandth of a dollar of assessed value.

**Millage:** Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

**Project P25 Radio and Infrastructure Project:** A suite of standards developed to provide digital voice and data communication systems for use by public safety organizations and first responders.

**Revenues:** Financial resources received from tax payments, fees for service, licenses and permits, fines, costs and forfeitures, grants, rents, and interest. Revenues increase a fund's assets.

**Subscription Based Information Technology Arrangements (SBITA):** These are contracts between the county and another party (such as an information technology vendor) that grants the right to use their software for a period of time.

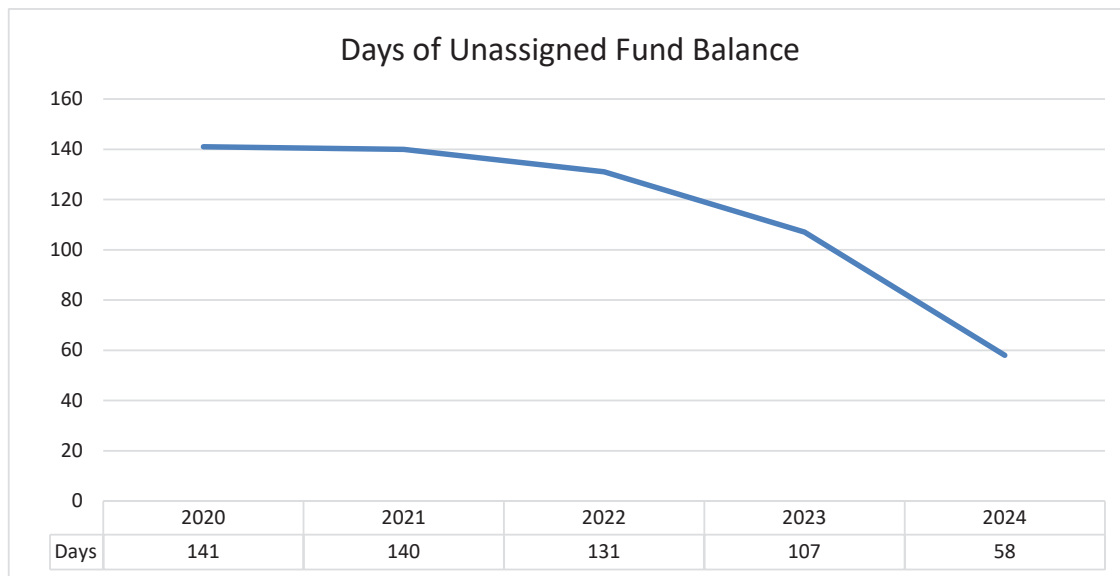
**Tax Rate:** The amount of tax stated in terms of a unit of the tax base. For example, one mill represents \$1 of tax per \$1,000 of assessed value.

**Third-Class County:** Pennsylvania counties are classified by population size. Third-class counties have a population between 210,000 to 499,999.

**Unassigned Fund Balance:** Net resources in excess of what is properly categorized in one of the four categories. In the document, we refer to unassigned fund balance as unassigned fund balance plus the assigned future budgetary requirements.

## Financial Analysis Committee Presentation Summary

- Unassigned fund balance is projected to be approximately the recommended 100 days of general fund expenses in 2023 and below the 70 days minimum needed to meet general fund cash flow needs in 2024.
- A long-term plan is needed to maintain 100 days. Millage increase/change is needed. The earlier a change is made, the greater impact it has on the future years.
- Unassigned fund balance began declining in 2021 and will decrease below 100 days in 2024 unless changes are made.



- Major changes from the previous projections
  - Interest revenue increased
  - MH.IDD subsidy decreased due to one-time payment from the state
  - County grant program allocation
- One-time monies have temporarily funded some costs
- Projects delayed due to:
  - Labor shortage
  - Supply shortage

# 2022 Fund Balance

## Breakdown of 2022 Ending Fund Balance

### Fund Balance

Nonspendable Fund Balance		
Reserved for Prepaid items	781,615	
<b>Total Nonspendable Fund Balance</b>		<b>781,615</b>
Restricted Fund Balance		
Farmland Preservation	2,007,238	
Contribution	38,138	
Clerk of Courts Automation	46,785	
Prothonotary Automation	114,894	
Register of Wills Act 34 Counseling	78,525	
Register of Wills Automation	220,866	
Juvenile Probation Diversionary Supervision	6,808	
Coroner - Act 122	101,981	
Juvenile Probation Supervision Fees	21,422	
Juvenile Probation PennDot	7,203	
Marcellus Shale	609,539	
Haz Mat Response Fees	32,345	
<b>Total Restricted Fund Balance</b>		<b>3,285,744</b>
Assigned Fund Balance		
Capital Projects	6,625,000	
Dept of Public Safety	1,386,350	
Prisoner Health Care	250,000	
Planning Grant Program	73,634	
Stimulus	71,332	
Prison Canteen	1,004,452	
CNRC	3,796,639	
Future Budgetary Requirement	29,925,684	
<b>Total Assigned Fund Balance</b>		<b>43,133,091</b>
Committed Fund Balance		
County Grant Program	31,650,228	
Claremont Proceeds	7,482,045	
<b>Total Committed Fund Balance</b>		<b>39,132,273</b>
<b>Total Unassigned Fund Balance</b>		<b>5,175,241</b>
<b>Total General Fund 12/31/2022 Fund Balance</b>		<b>91,507,964</b>

### Unassigned Fund Balance as of 12/31/2022

Unassigned Fund Balance	5,175,241
Future Budgetary Requirement	29,925,684
<b>Total Unassigned Fund Balance</b>	<b>35,100,925</b>

# Projections

## General Fund Actuals 2022 versus Projected 2023

	Actuals 2022	Projected 2023	Favorable (Unfavorable)	Percentage Change
<i>Real Estate Taxes</i>	56,660,437	57,586,268	925,831	1.63%
<i>All Other Revenue</i>	42,329,969	36,476,059	(5,853,910)	(13.83%)
<i>Revenue Replacement for Govt Services</i>	34,283,788	14,914,824	(19,368,964)	(56.50%)
<b>Total General Fund Revenue</b>	<b>133,274,194</b>	<b>108,977,151</b>	<b>(24,297,043)</b>	<b>(18.23%)</b>
<b>Total General Fund Expenses</b>	<b>92,432,102</b>	<b>113,137,931</b>	<b>(20,705,829)</b>	<b>(22.40%)</b>
<i>Salary</i>	34,697,563	37,058,962	(2,361,399)	(6.81%)
<i>Benefit</i>	12,986,078	14,510,931	(1,524,853)	(11.74%)
<i>Operating</i>	27,180,056	29,064,976	(1,884,920)	(6.93%)
<i>Subsidy</i>	10,908,088	10,864,562	43,526	0.40%
<i>Capital</i>	1,798,901	5,472,257	(3,673,356)	(204.20%)
<i>Transfers / Debt</i>	4,861,416	3,751,555	1,109,861	22.83%
<i>Additional Impacts</i>		12,414,688	(12,414,688)	(100.00%)
<b>Unassigned Fund Balance</b>	<b>35,100,925</b>	<b>30,940,145</b>	<b>(4,160,780)</b>	<b>(11.85%)</b>

2023 year-end unassigned fund balance is projected at \$30,940,145 which is 107 days of budgeted General Fund operating expense. The recommended minimum fund balance is 100 days, which equates to \$29,038,800. 2022 ended with 131 days of budgeted General Fund operating expense.

### Projected Revenues

Other Revenue decreasing \$5,853,900 or 13.83%

- Transfer in CNRC decreasing \$12,486,200
- **Interest increasing \$3,970,900**
- Grants increasing \$1,570,400 with offsetting expense

Revenue Replacement for Govt Services decreasing \$19,369,000 or 56.50%

### Projected Expenses

**Salaries increasing \$2,361,400 or 6.81% - see Salaries and Benefits page 21**

**Benefits increasing \$1,524,900 or 11.74%**

- Medical increasing \$736,000
- Retirement increasing \$458,400
- FICA increasing \$175,900

Operating increasing \$1,884,900 or 6.93%. The majority is grants with offsetting revenue.

**Capital is increasing \$3,673,400 or 204.20%**

- Prison - Stanley Security System
- Tax Administration - CAMA Upgrade
- Facilities - VAV Replacements

Transfers / Debt decreasing \$1,109,900 or 22.83% due to the transfer to the County Grant Program for external projects.

Additional impacts increasing \$12,414,700 or 100.00% - see page 11 for explanation



# Projections

## General Fund Projections March 2023 versus August 2023

	Projected 2023 (Mar 2023)	Projected 2023 (Aug 2023)	Favorable (Unfavorable)	Percentage Change
<i>Real Estate Taxes</i>	57,510,343	57,586,268	75,925	0.13%
<i>All Other Revenue</i>	30,494,590	36,476,059	5,981,469	19.61%
<i>Revenue Replacement for Govt Services</i>	14,914,824	14,914,824	0	0.00%
<b>Total General Fund Revenue</b>	<b>102,919,757</b>	<b>108,977,151</b>	<b>6,057,394</b>	<b>5.89%</b>
<b>Total General Fund Expenses</b>	<b>115,553,386</b>	<b>113,137,931</b>	<b>(3,584,545)</b>	<b>(3.10%)</b>
<i>Salary</i>	36,781,818	37,058,962	(277,144)	(0.75%)
<i>Benefit</i>	14,052,764	14,510,931	(458,167)	(3.26%)
<i>Operating</i>	27,337,605	29,064,976	(1,727,371)	(6.32%)
<i>Subsidy</i>	13,737,710	10,864,562	2,873,148	20.91%
<i>Capital</i>	6,476,044	5,472,257	1,003,787	15.50%
<i>Transfers / Debt</i>	2,819,621	3,751,555	(931,934)	(33.05%)
<b><u>Additional Impacts</u></b>				
<i>Fund Balance Moved to Committed</i>	14,914,824	14,914,824	0	0.00%
<i>Cares Act Funding</i>	(14,000)	(14,000)	0	0.00%
<i>CNRC</i>	(553,000)	(528,630)	(24,370)	4.41%
<i>Children &amp; Youth</i>	???	???		
<i>County Allocation for Projects</i>	(6,000,000)	(1,957,506)	(4,042,494)	67.37%
<b>Projected Unassigned Fund Balance</b>	<b>28,467,296</b>	<b>30,940,145</b>	<b>2,472,849</b>	<b>8.69%</b>

2023 year-end unassigned fund balance is projected at \$30,940,145 which is 107 days of budgeted General Fund operating expense. The recommended minimum fund balance is 100 days, which equates to \$29,038,800.

### Projected Revenues

Other Revenue increasing \$5,981,500 or 19.61%

- Grant Revenue is increasing \$2,751,600 (offsetting increase in expenses)
- **Interest Revenue is increasing \$2,220,800**

### Projected Expenses

Operating expense increasing \$1,727,400 or 6.32%

- Grant expenses are increasing \$2,751,600 (offsetting increase in revenue)

Subsidy decreasing \$2,873,100 or 20.91%

- **MH.IDD subsidy decreasing \$2,361,000**

Capital is decreasing \$1,003,800 or 15.50% due to the timing of projects

County Allocation for Projects decreased \$4,042,500 or 67.37% - **see page 11 for explanation**

# Projections

## General Fund Projections Projected 2023 versus Projected 2024

	Projected 2023	Projected 2024	Favorable (Unfavorable)	Percentage Change
<i>Real Estate Taxes</i>	57,586,268	58,473,056	886,788	1.54%
<i>All Other Revenue</i>	36,476,059	33,858,873	(2,617,186)	(7.18%)
<i>Revenue Replacement for Govt Services</i>	14,914,824		(14,914,824)	(100.00%)
<b>Total General Fund Revenue</b>	<b>108,977,151</b>	<b>92,331,929</b>	<b>(16,645,222)</b>	<b>(15.27%)</b>
<b>Total General Fund Expenses</b>	<b>113,137,931</b>	<b>104,292,731</b>	<b>8,845,200</b>	<b>7.82%</b>
<i>Salary</i>	37,058,962	39,724,658	(2,665,696)	(7.19%)
<i>Benefit</i>	14,510,931	15,079,283	(568,352)	(3.92%)
<i>Operating</i>	29,064,976	28,923,618	141,358	0.49%
<i>Subsidy</i>	10,864,562	14,748,522	(3,883,960)	(35.75%)
<i>Capital</i>	5,472,257	8,854,112	(3,381,855)	(61.80%)
<i>Transfers / Debt</i>	3,751,555	3,931,630	(180,075)	(4.80%)
<b>Additional Impacts</b>	12,414,688	(6,969,092)	19,383,780	156.14%
<b>Unassigned Fund Balance</b>	30,940,145	18,979,343	(11,960,802)	(38.66%)

2023 year-end unassigned fund balance is projected at \$30,940,145 which is 107 days of budgeted General Fund operating expense. The recommended minimum fund balance is 100 days, which equates to \$29,038,800. 2024 is projected to end with 58 days of budgeted General Fund operating expense.

### Projected Revenues

Other Revenue decreasing \$2,617,200 or 7.18%

- **Interest Revenue is decreasing \$1,422,500**
- Grant Revenue is decreasing \$1,200,000 (offsetting decrease in expenses)

Revenue Replacement for Govt Services decreasing \$14,914,800 or 100.00%

### Projected Expenses

Salary expense increasing \$2,665,700 or 7.19%

- **5-Factor implementation**
- **Union/Association contracts**
- **Filling of positions**

Operating expense decreasing \$141,400 or 0.49%

- Grant expenses decreasing \$1,200,000 (offsetting increase in revenue)
- **Equipment/Software Maintenance Agreements increasing \$600,000** (offsetting increase in revenue)
- **Facilities Master Plan - Feasibility Study increasing \$500,000**

Subsidy increasing \$3,884,000 or 35.75%

- **MH.IDD subsidy increasing \$1,809,900**
- **9-1-1 Emergency Telephone subsidy increasing \$1,547,900**

Capital is increasing \$3,381,900 or 61.80%

- Infor/Lawson upgrade
- Dennis Marion building VAV units
- Tax Administration - CAMA upgrade
- Prison - Stanley Security System

Additional impacts increased \$19,383,800 or 156.14% - see page 11 for explanation

# Projections

## Additional Impacts Explanation

	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<b><u>Additional Impacts</u></b>					
<i>Fund Balance Moved to Committed</i> (1)	14,914,824				
<i>CARES Act Funding</i>	(14,000)	0	0	0	0
<i>CNRC</i>	(528,630)	(528,300)	(528,300)	(528,300)	(528,300)
<i>911 Alternative Backup</i>	0	0	0	0	3,000,000
<i>Children &amp; Youth</i>	???	???	???	???	???
<i>County Allocation for Projects</i> (2)	(1,957,506)	(4,093,192)	(3,946,000)	(620,000)	(195,000)
<i>Fund Balance Management</i> (3)		(2,347,600)	(2,347,600)		
<b><i>Total Additional Impacts</i></b>	<b>12,414,688</b>	<b>(6,969,092)</b>	<b>(6,821,900)</b>	<b>(1,148,300)</b>	<b>2,276,700</b>

- (1) In 2023, the revenue replacement income of \$14,914,800 was moved to committed fund balance.
- In the previous projections, the county allocation for projects was allocated based on the amount of capital projected. In 2023, it was \$6,000,000 and 2024 and 2025 it was \$5,000,000.
- (2) In the current projections, the county allocation for projects was changed to match the planned or completed projects for each year.
- (3) Fund Balance Management (county allocation) is applied evenly in 2024 and 2025 of \$2,347,600.

# Projections

## Assumptions in the General Fund Projections

### Projections are based on current trends

- Revenue has been adjusted for current trends.
- Salaries – 6.8% in 2023, 7.2% in 2024, and 3.8% average yearly increase for 2025-2027
  - Union/Association contracts
  - Performance Management
  - Overtime trends
- Benefits – 11.7% increase in 2023 and average yearly increase of 3.0% for 2024-2027
- Operating Expenses – 6.9% increase in 2023, 0.5% decrease in 2024, and 1.4% average yearly increase for 2025-2027
- Subsidy – 0.4% decrease in 2023, 35.8% in 2024, and an average of 3.5% in 2025-2027
  - MH.IDD subsidy is decreasing 80.0%
  - 9-1-1 Emergency Telephone is increasing 273.0%
- Capital is projected based on 5-10 year plans and approved projects
- Current projections do not include estimates for additional projects and high inflation. This assumes aggressive management of cost drivers.

### 9-1-1 Radio Project Assumptions

- \$15 million bond in 2024 with first interest payment in 2024.
- **As the project progresses, we will adjust the projections accordingly.**
  - In addition to bond financing, we will offset project costs with assigned fund balance in the General Fund.
  - Project P25 is in the site development stage and there is still a high probability of change.

# Projections

## Major Pressure Points

Some of the major pressure points affecting the county that are in the projections:

- The natural growth in real estate tax revenue, the primary general fund revenue source, remains steady at approximately one-and-a-half percent.
- If expenses keep pace with inflation, the natural gap between revenue and expenses will grow.
- Declining unassigned fund balance
- Declining cash balance
- Use of one-time monies (CARES, ARPA, etc.)
- Project P25 funded with two bonds
- 9-1-1 Uniform Funding/county subsidy needs
- Technology and upgrades to software/hardware
- Large computer lifecycle replacement in 2025
- Mental Health subsidy increase due to flat funding and increased demand/costs for services

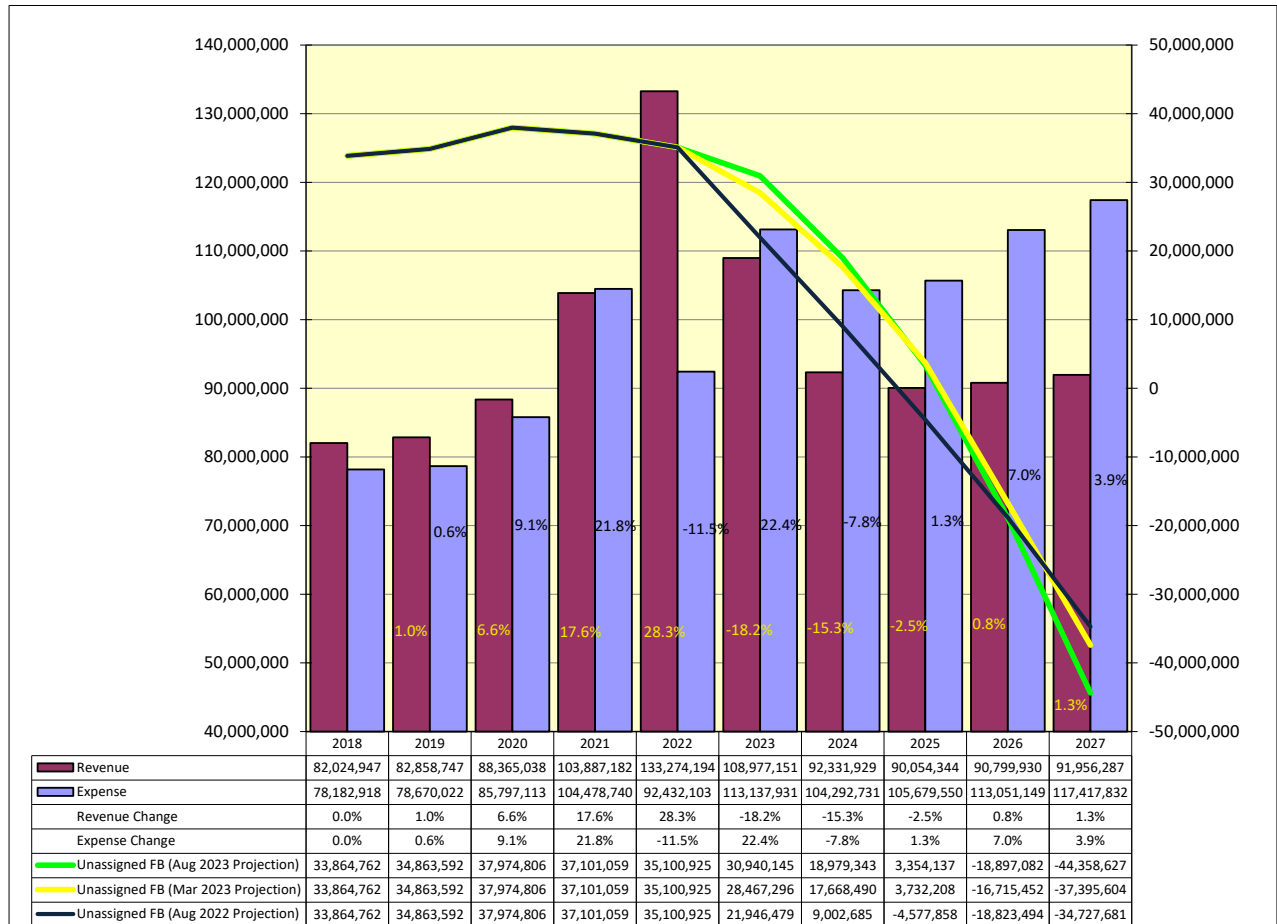
Some of the major pressure points affecting the county that are NOT in the projections:

- Inflation
- Recruitment / Retention (Aging Workforce)
- State Budget
- Capital Cases

# Projections

## General Fund Projections

This chart shows a graphical representation of the projections along with actuals to watch how revenues and expenses are trending. The current and past two projections are graphed to monitor unassigned fund balance.



## 2023 - 2027 Unassigned Fund Balance Projections

The chart below shows the current projections and the break-even dollars and percentage change needed to be at 100 days of unassigned fund balance.

<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
<b>No Change</b>				
30,940,145 ——— 0%	18,979,343 ——— 0%	3,354,137 ——— 0%	(18,897,082) ——— 0%	(44,358,627)
	(11,960,802)	(15,625,206)	(22,251,219)	(25,461,545)
<b>Break - Even at 100 days</b>				
30,940,145 ——— 23.1%	32,473,300 ——— 2.6%	32,442,100 ——— 8.5%	32,479,600 ——— 3.4%	32,487,200

Black - Fund Balance  
 5% change = 2,920,800

Blue - Difference between revenue and expense  
 10% change = 5,841,500

15% change = 8,762,300

Change can be an on-going change in revenues and/or expenses

# Projections

## Unassigned Fund Balance Scenarios

Below are four possible scenarios to increase unassigned fund balance to 100 days. All scenarios include a real estate millage increase and one-time money.

### Scenario One

#### Assumptions

- Incremental increases in 2024, 2025, and 2026
- Unallocated County Grant Program (\$4,659,000) in 2024
- Fund balance management split between 2024 and 2025 (\$2,347,600/year)
- No one-time money from CNRC
- Assumes no change to MH.IDD or 9-1-1 funding

2023		2024		2025		2026		2027
30,940,145	15%	32,400,649	10%	32,487,717	10%	33,797,349	0%	32,250,069
107		99		99		104		99

Year	Annual Cost to Taxpayer	New Real Estate Millage Rate
2024	\$72.94	2.525
2025	\$55.92	2.778
2026	\$61.51	3.056
2027	\$0.00	3.056

### Scenario Two

#### Assumptions

- Incremental increase in 2025
- All one-time money in 2024 and no millage increase in 2024
  - CNRC \$7,482,000
  - Fund Balance Management \$4,695,200
  - Unallocated County Grant Program \$4,659,000
- One large millage change in 2025 to keep fund balance above 100 days through 2027
- Assumes no change to MH.IDD or 9-1-1 funding

2023		2024		2025		2026		2027
30,940,145	0%	33,467,943	36%	36,840,113	0%	36,254,045	0%	32,782,629
107		103		113		112		101

Year	Annual Cost to Taxpayer	New Real Estate Millage Rate
2024	\$0.00	2.195
2025	\$175.06	2.986
2026	\$0.00	2.986
2027	\$0.00	2.986

# Projections

## Unassigned Fund Balance Scenarios

### Scenario Three

#### Assumptions

- Incremental increases in 2024 thru 2027
- All one-time money split between 2024 and 2025
  - CNRC \$3,741,000/year
  - Fund Balance Management \$2,347,600/year
  - Unallocated County Grant Program \$2,329,500/year
- Assumes no change to MH.IDD or 9-1-1 funding

<u>2023</u>		<u>2024</u>		<u>2025</u>		<u>2026</u>		<u>2027</u>
30,940,145	8%	29,723,073	12%	32,595,886	13%	32,421,937	3%	31,873,585
107		91		100		99		98

Year	Annual Cost to Taxpayer	New Real Estate Millage Rate
2024	\$38.90	2.371
2025	\$63.02	2.656
2026	\$76.47	3.002
2027	\$19.94	3.093

### Scenario Four

#### Assumptions

- Incremental increases in 2024 thru 2027
- Unallocated County Grant Program and Fund Balance Management split between 2024 - 2026 (\$3,118,066/year)
- No one-time money from CNRC
- Assumes no change to MH.IDD or 9-1-1 funding

<u>2023</u>		<u>2024</u>		<u>2025</u>		<u>2026</u>		<u>2027</u>
30,940,145	22%	32,601,191	3%	32,960,675	5%	33,051,131	7%	32,743,245
107		100		101		102		101

Year	Annual Cost to Taxpayer	New Real Estate Millage Rate
2024	\$106.98	2.678
2025	\$17.80	2.759
2026	\$30.55	2.897
2027	\$44.91	3.100



# Projections

## Unassigned Fund Balance Scenarios

### Summary

All scenarios include a millage increase and the use of one-time money. Depending how the one-time money is allocated and when the millage increase occurs determines how large of an increase is needed in the future years. The sooner a change is made, the greater impact it has on future years. **For detailed assumptions see pages 15 and 16.**

	<u>2023</u>		<u>2024</u>		<u>2025</u>		<u>2026</u>		<u>2027</u>
	<b>Current Assumptions</b>								
	30,940,145	0%	18,979,343	0%	3,354,137	0%	-18,897,082	0%	-44,358,627
	107		58		10		-58		-136
1	<u>2023</u>		<u>2024</u>		<u>2025</u>		<u>2026</u>		<u>2027</u>
	30,940,145	15%	32,400,649	10%	32,487,717	10%	33,797,349	0%	32,250,069
	107		99		99		104		99
2	<u>2023</u>		<u>2024</u>		<u>2025</u>		<u>2026</u>		<u>2027</u>
	30,940,145	0%	33,467,943	36%	36,840,113	0%	36,254,045	0%	32,782,629
	107		103		113		112		101
3	<u>2023</u>		<u>2024</u>		<u>2025</u>		<u>2026</u>		<u>2027</u>
	30,940,145	8%	29,723,073	12%	32,595,886	13%	32,421,937	3%	31,873,585
	107		91		100		99		98
4	<u>2023</u>		<u>2024</u>		<u>2025</u>		<u>2026</u>		<u>2027</u>
	30,940,145	22%	32,601,191	3%	32,960,675	5%	33,051,131	7%	32,743,245
	107		100		101		102		101

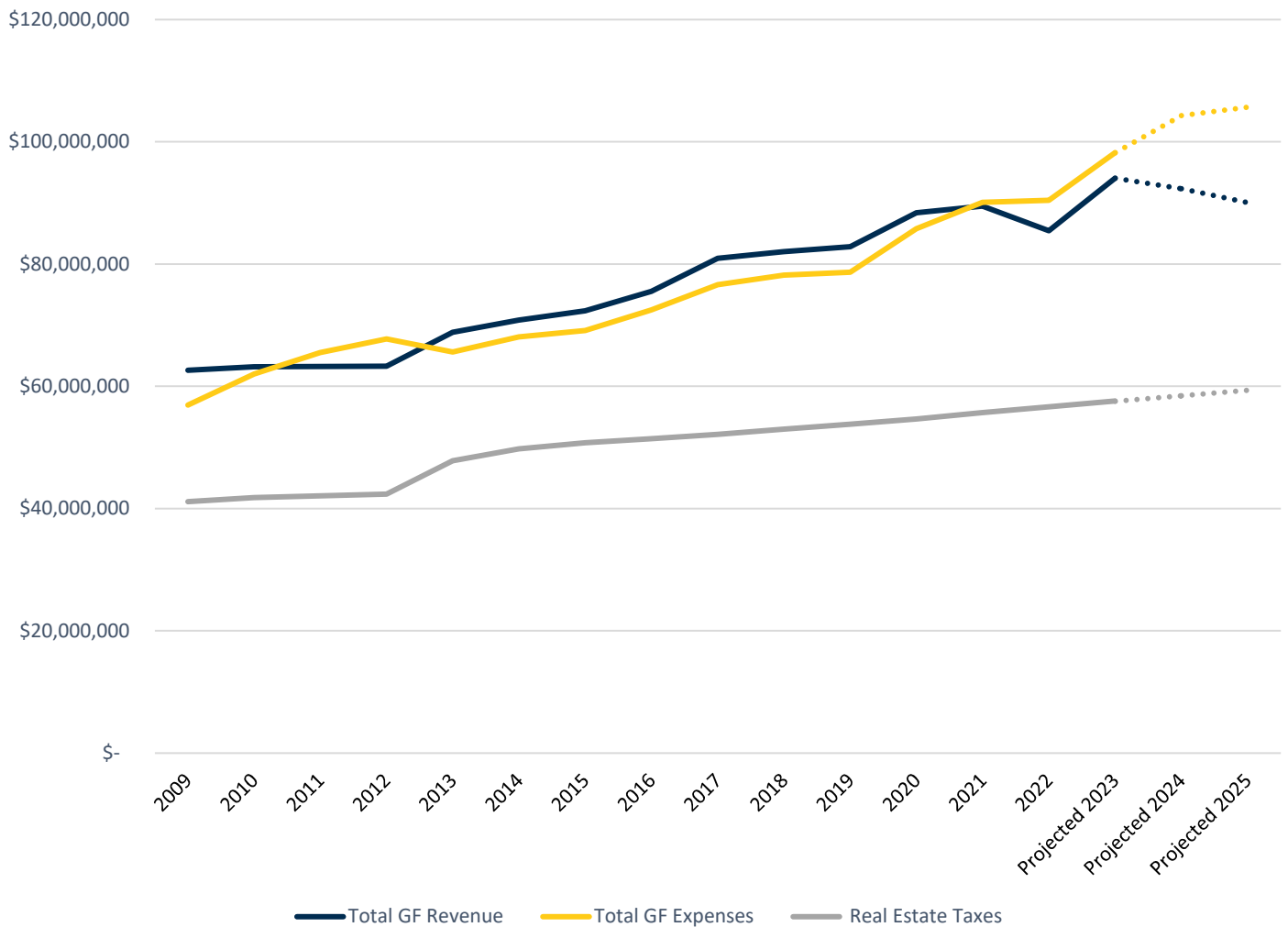
Red Zone under 22,743,000

Yellow Zone between 22,743,000 and 32,490,000

Green Zone over 32,490,000 to 43,400,000

# Revenue and Expense Data Analysis

## Revenue versus Expense

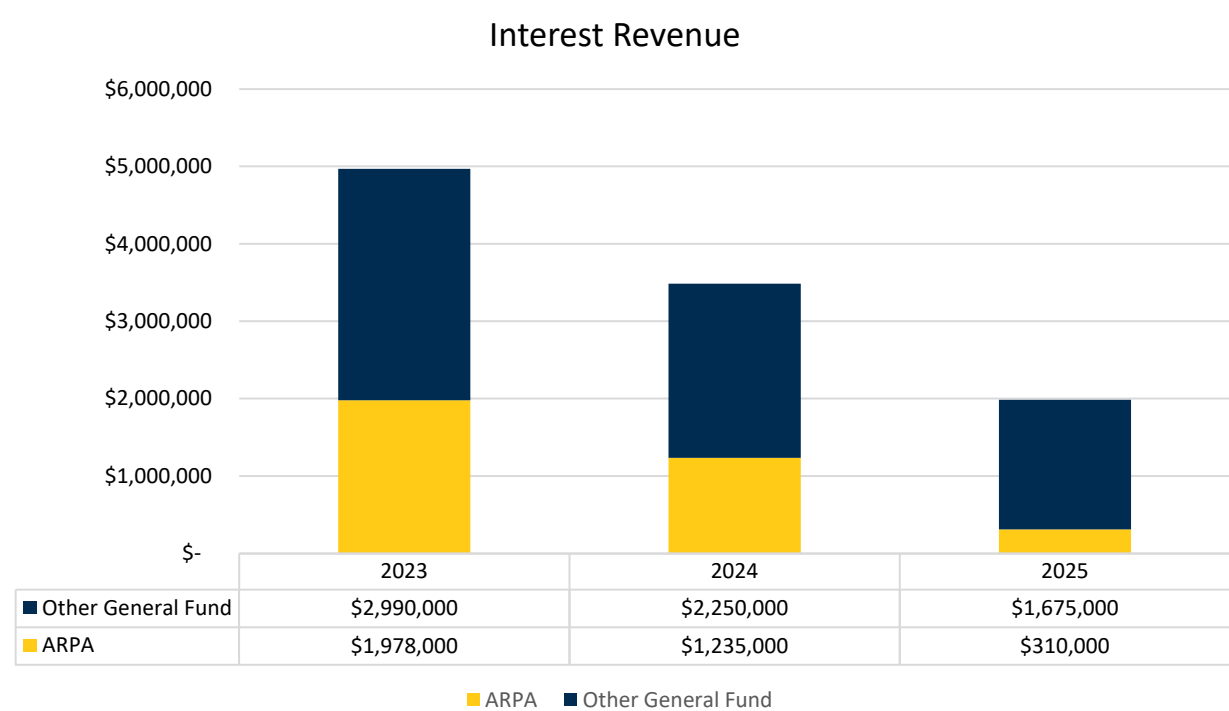


In 2021 and 2022, revenue and expenses for ERAP and CHIRP were removed because they were pass-through monies.

- The natural growth in real estate tax revenue, the primary general fund revenue source, remains steady at approximately one and a half percent
- If expenses keep pace with inflation, the natural gap between revenue and expenses may grow
- Real Estate Tax increases were done in 2009 (5%), 2013 (12%), and 2014 (3%)
- In 2020-2022, the county was able to help offset the gap with CARES and County Grant Program funding
- Beginning to see shift in revenue and expenses due to:
  - Inflation
  - Salary/benefit increases
  - Contract increases for services
  - MH.IDD and 9-1-1 Emergency Telephone subsidy increases
  - New debt

# Revenue and Expense Data Analysis

## Interest Revenue

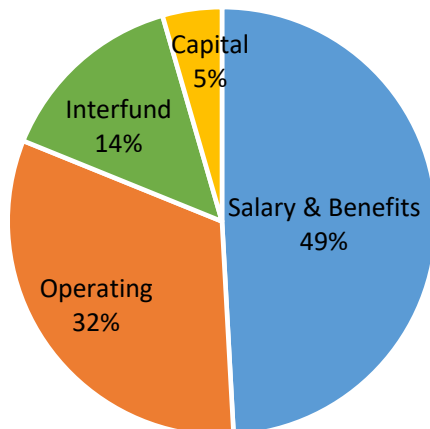


- Interest revenue increased in 2023 and has a material impact to unassigned fund balance.
- In 2023, interest revenue is projected to be \$4.9 million.
- In 2024 and 2025, interest revenue is projected to decrease due to anticipated lower cash balance due to the spending of the County Grant Program.

# Revenue and Expense Data Analysis

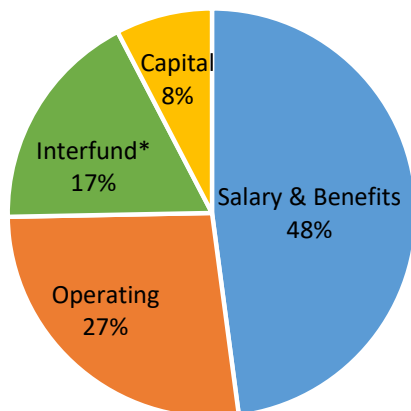
## 2019 versus 2024 General Fund Budgeted Expenses

### 2019 General Fund Expense Budget



	Total General Fund	Grant	Non-Grant
Salary & Benefits	\$ 43,092,177.00	\$ 1,027,514.00	\$ 42,064,663.00
Operating	\$ 28,066,394.00	\$ 12,567,623.00	\$ 15,498,771.00
Interfund	\$ 12,615,119.00	\$ 7,416.00	\$ 12,607,703.00
Capital	\$ 3,936,831.00	\$ 464,310.00	\$ 3,472,521.00
	\$ 87,710,521.00	\$ 14,066,863.00	\$ 73,643,658.00

### 2024 General Fund Expense Budget

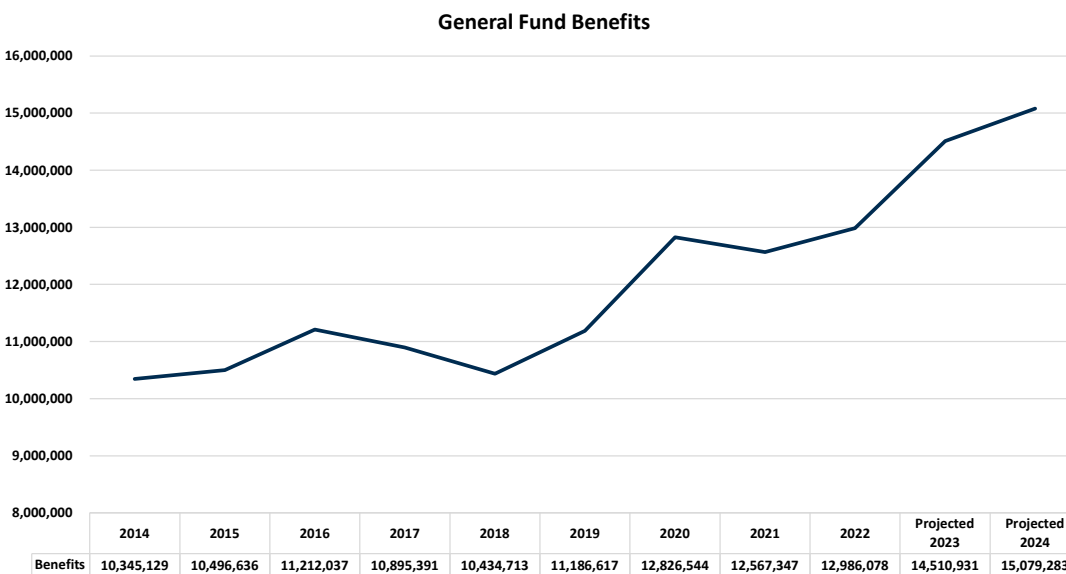
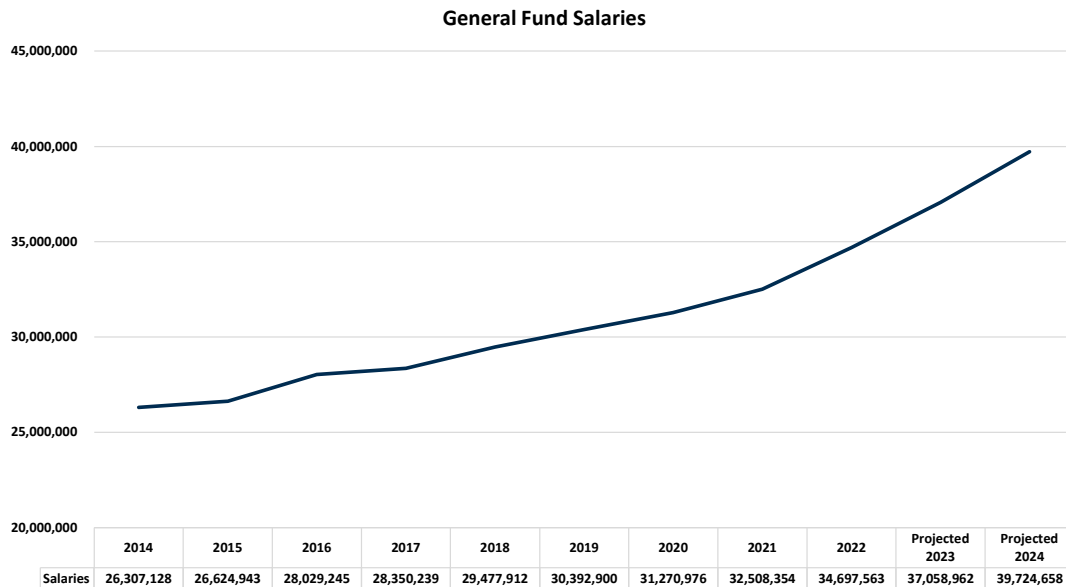


	Total General Fund	Grant	Non-Grant
Salary & Benefits	\$ 56,812,508.00	\$ 1,899,848.00	\$ 54,912,660.00
Operating	\$ 31,771,091.00	\$ 11,037,828.00	\$ 20,733,263.00
Interfund*	\$ 20,932,067.00	\$ 70,071.00	\$ 20,861,996.00
Capital	\$ 9,073,201.00	\$ 1,292,800.00	\$ 7,780,401.00
	\$ 118,588,867.00	\$ 14,300,547.00	\$ 104,288,320.00

\*\$15 million removed due to transfer for external County Grant Program

# Revenue and Expense Data Analysis

## Salaries and Benefits

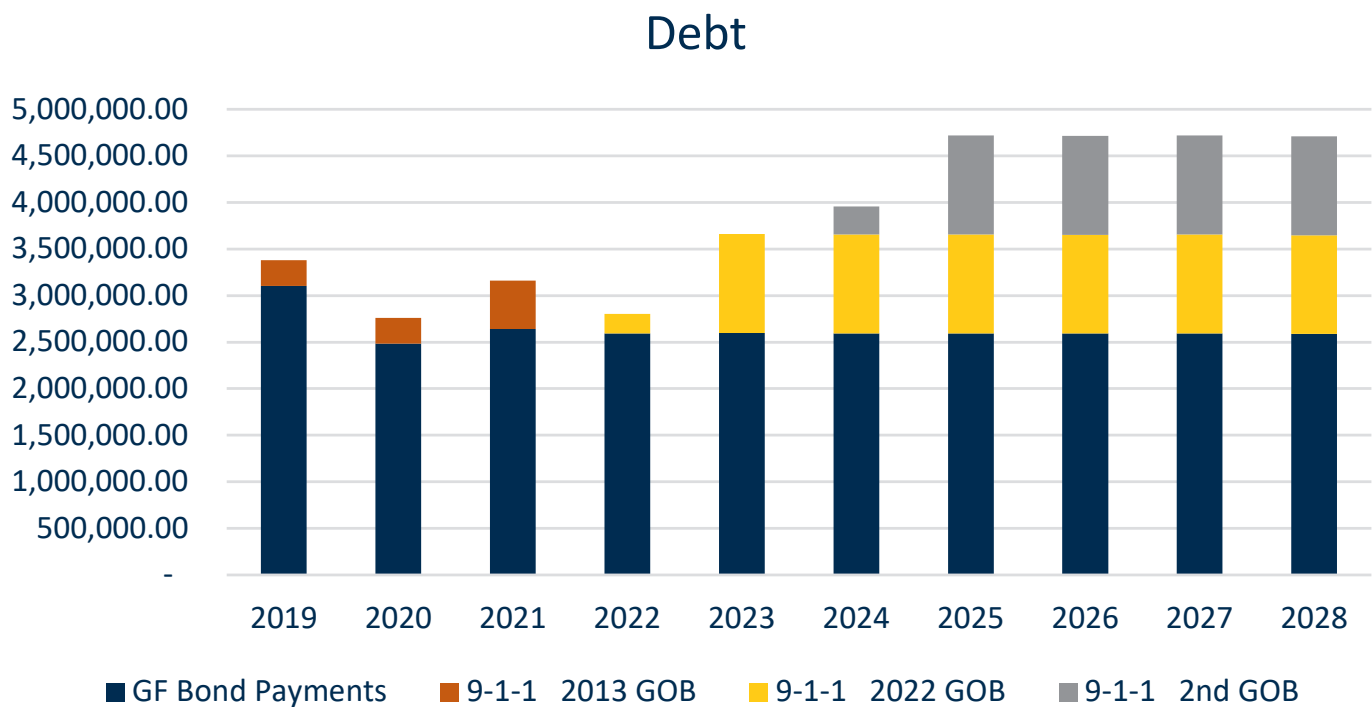


Changes that have occurred and have an on-going impact to unassigned fund balance

- Reorganizations prior to 2022
- Union/Association contracts
- Additional 35 full-time positions since 1/1/22
- Retirement market conditions are not included in the projections

# Revenue and Expense Data Analysis

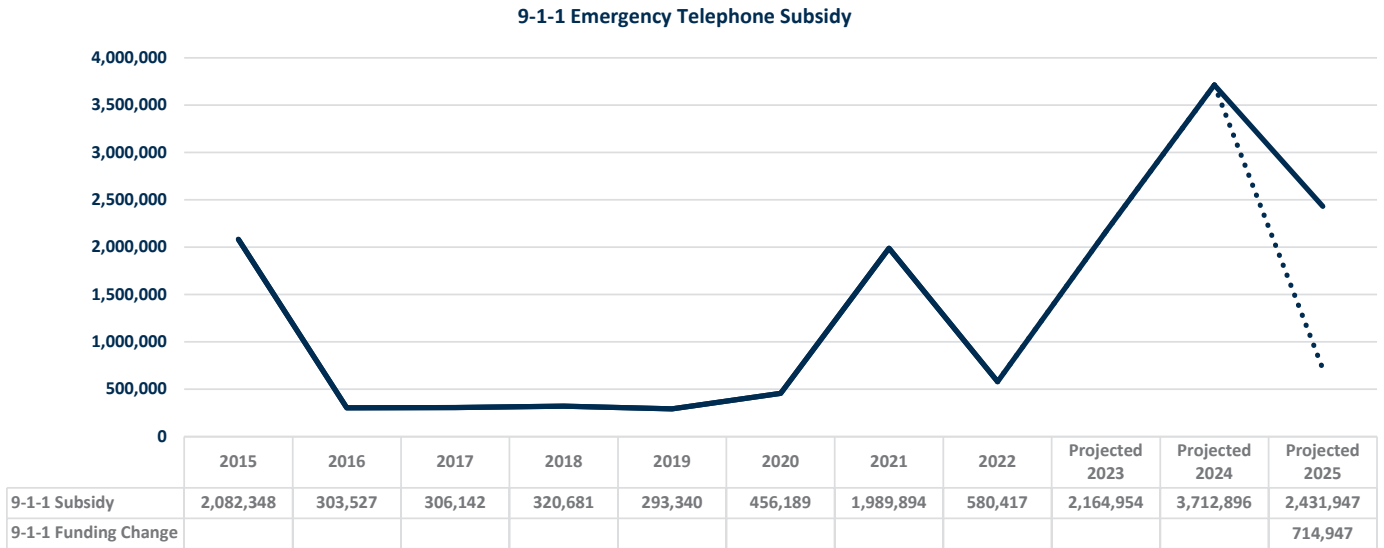
## Debt



- General fund debt decreased in 2019
- 9-1-1 Emergency Telephone debt (Project P25 radio project)
  - First bond issued in 2022 (\$14.4 million) with first principal and interest payment in 2023
  - Second bond issue expected in 2024 (\$15 million) with first principal and interest payment in 2025
- Hornbaker principal payment was removed from chart due to no impact to unassigned fund balance

# Revenue and Expense Data Analysis

## 9-1-1 Emergency Telephone



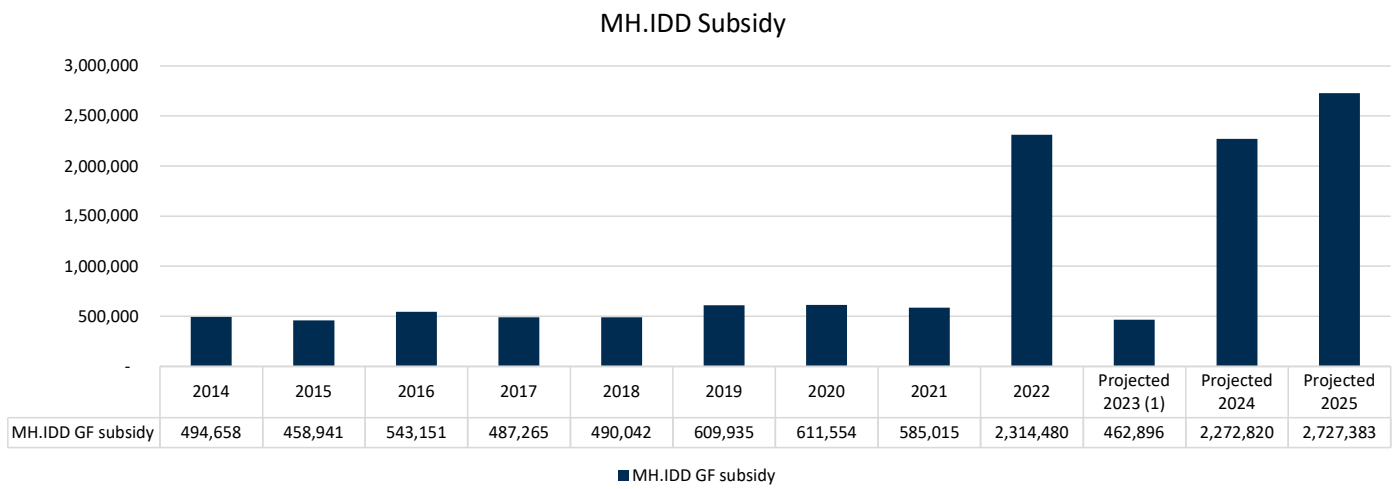
\*2021 spike is tower costs incurred before the bond issuance

### 9-1-1 Uniform Funding

- In 2016, began covering all the eligible costs (\$1.8 million decrease in subsidy from 2015 to 2016)
- Beginning to shift and no longer covering all eligible costs
- Proposed legislature to increase 9-1-1 surcharge to customers was delayed until 2025. If the surcharge is increased in the future, the county will see a decrease in subsidy required. The chart is estimating a 30% increase to surcharge rate.
- Project P25
  - 2022 bond (\$14.4 million) with first principal and interest payment in 2023
  - The second bond issue (\$15 million) expected in 2024 with first principal and interest payment in 2025

# Revenue and Expense Data Analysis

## Mental Health, Intellectual & Developmental Disabilities (MH.IDD) Subsidy



\*MH.IDD subsidy in this graph is the General Fund impact on a calendar year basis, MH.IDD is a fiscal fund.

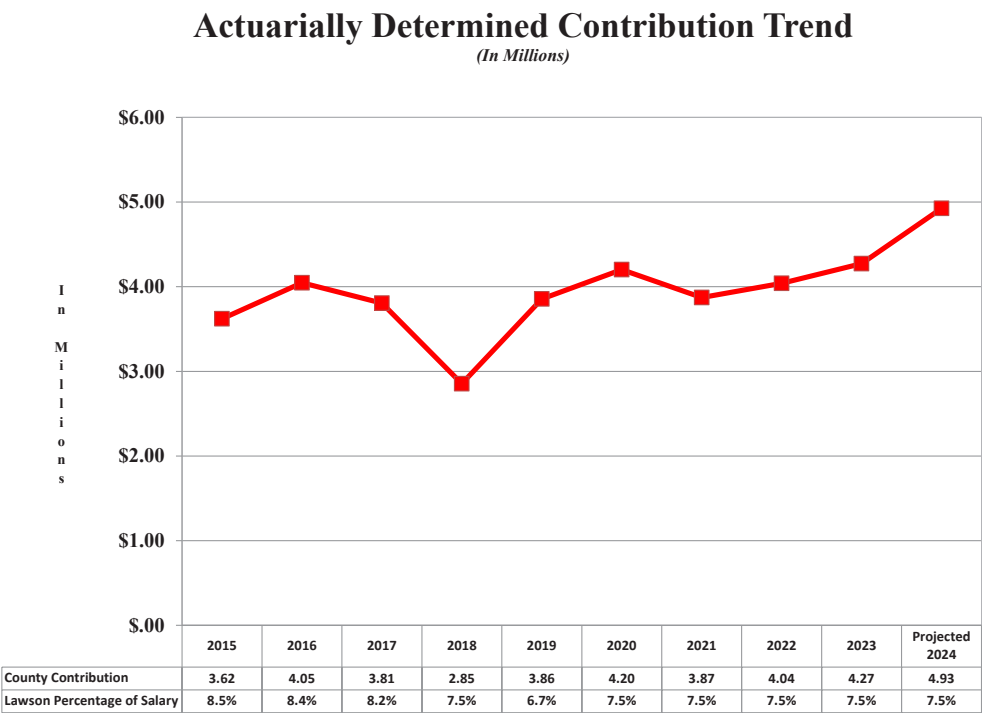
- MH.IDD's increase in subsidy is specifically related to the flat funding from the Department of Human Services (DHS). Costs for service delivery have increased as have the numbers of citizens receiving services.
- Without increases to county or state funding, MH.IDD services will be affected.
- The County Grant Program has allocated \$3.1 million towards funding the increase in MH.IDD subsidy thru 2024. This impact is not shown in the chart.
- (1) The temporary decrease in projected 2023 subsidy is due to a one-time payment from the state of \$1.9 million to help fund services that were provided to citizens.



# Revenue and Expense Data Analysis

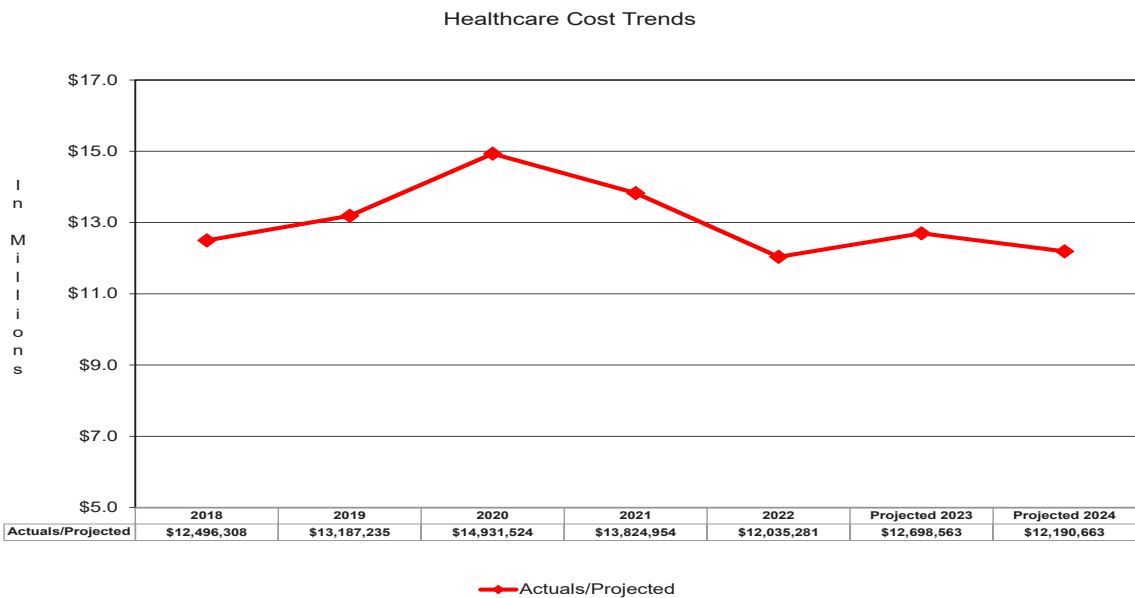
## Retirement

This chart is used to monitor the actuarilly determined contribution (ADC). The ADC is expected to increase 6.5% in 2023.



## Medical

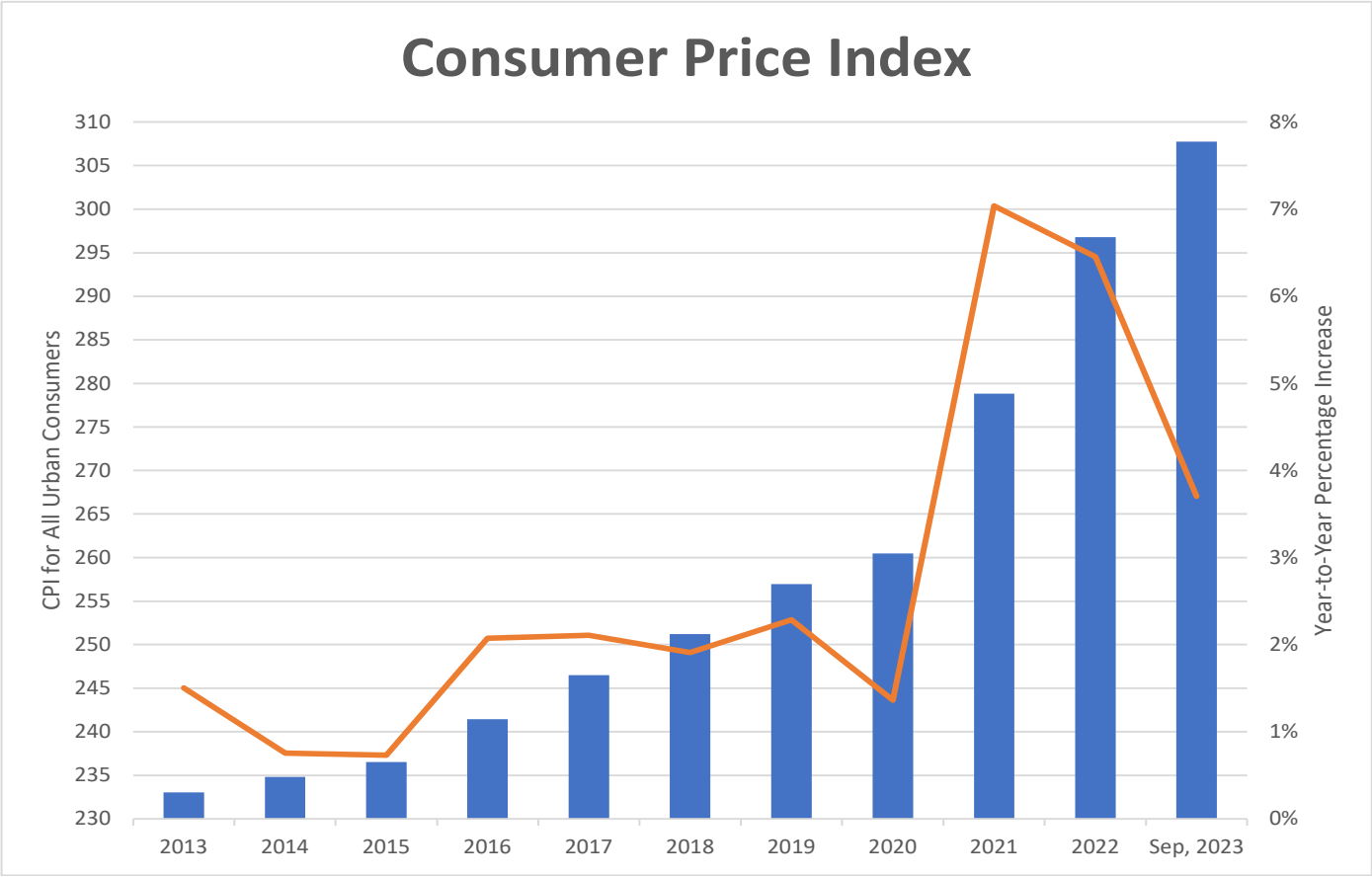
This chart is used to monitor the healthcare cost trends. 2023 medical premium rates are increased 7.9%. 2024 medical rates will remain the same, however, employees will have a premium cost share.



# Revenue and Expense Data Analysis

## Consumer Price Index

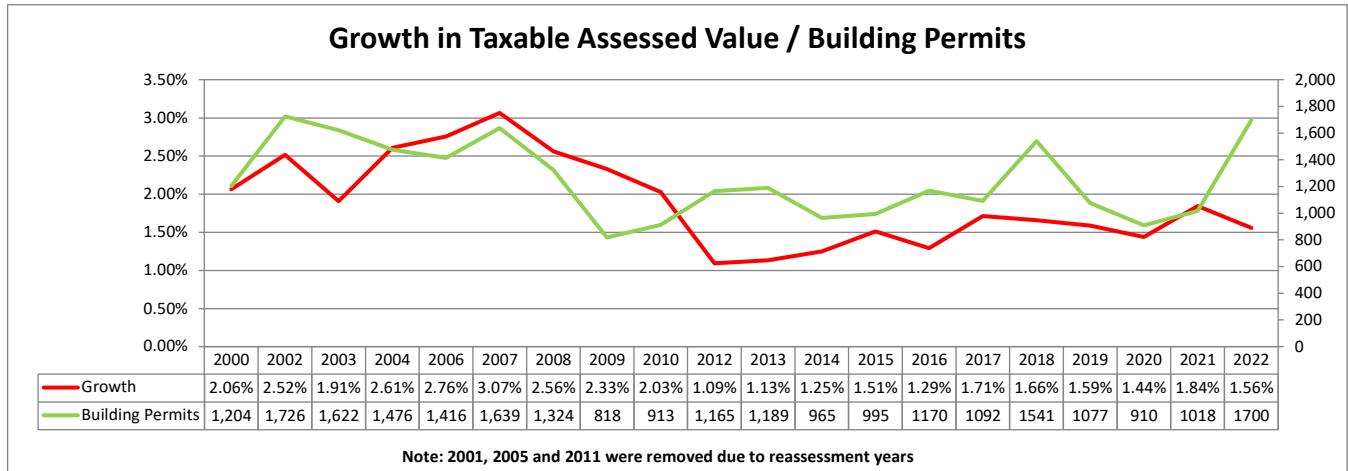
This chart is used to monitor the average change in prices paid by consumers for goods and services over the last ten years.



# Real Estate/Assessed Value

## Taxable Assessed Value/Building Permits

This chart is used to monitor our growth in taxable assessed value and building permits.



## Real Estate/Assessed Value

### Real Estate Tax Revenue Budget to Actual Comparison

This chart is used to monitor how close the budget to actual numbers are for real estate tax revenue.

	Real Estate Tax Revenue	Difference Between Bud & Act	%	Millage Increase
2014 Budget	49,762,846			
2014 Actuals	49,788,005	25,159	0.05%	3%
2015 Budget	50,545,244			
2015 Actuals	50,742,477	197,233	0.39%	
2016 Budget	51,199,774			
2016 Actuals	51,406,830	207,056	0.40%	
2017 Budget	52,174,168			
2017 Actuals	52,142,137	-32,031	-0.06%	
2018 Budget	52,694,177			
2018 Actuals	53,000,474	306,297	0.58%	
2019 Budget	53,772,720			
2019 Actuals	53,802,121	29,401	0.05%	
2020 Budget	54,643,697			
2020 Actuals	54,663,497	19,800	0.04%	
2021 Budget	55,448,907			
2021 Actuals	55,677,328	228,421	0.41%	
2022 Budget	56,722,115			
2022 Actuals	56,660,437	-61,678	-0.11%	
2023 Budget	57,320,738			
2023 Projection	57,586,268	265,530	0.46%	

## Real Estate/Assessed Value

### Taxable Assessed Value Comparison

On this chart we watch the numbers based on the color coding. If we meet the budget assessed value by the end of the first quarter of the year, the probability of meeting our budgeted real estate tax revenue is high.

	Budgeted Assessed Value	%	3 Months Actual Assessed Value	Year End Actual Assessed Value
2015				23,573,505,000
2016	23,561,250,000		23,635,047,000	23,878,160,000
2017	24,009,625,000	1.90%	23,998,544,400	24,287,005,700
2018	24,248,875,000	1.00%	24,344,534,200	24,690,067,000
2019	24,745,250,000	2.05%	24,743,621,200	25,081,418,600
2020	25,145,000,000	1.62%	25,220,538,700	25,442,246,300
2021	25,503,545,700	1.43%	25,567,220,700	25,911,495,000
2022	26,089,532,200	2.30%	25,951,757,400	26,315,560,800
2023	26,356,582,200	1.02%	26,428,700,200	
2024	26,881,742,700	1.99%		

## Real Estate/Assessed Value

### Comparative Tax Rate

These charts compare Cumberland County to the other third-class counties within the state.

2022

Benchmark Counties	Class	2022 Population	2022 Real Estate Tax	Average Tax per Household	Median Household Income	2022 Average Tax per Household per Median Household Income	2022 Property Tax per Capita
York	3	461,058	\$ 200,265,559	\$718	\$72,543	<b>0.99%</b>	<b>\$434</b>
Lackawanna*	3	215,663	\$ 93,023,015	\$735	\$54,064	<b>1.36%</b>	<b>\$431</b>
Luzerne	3	326,369	\$ 125,399,836	\$551	\$56,534	<b>0.98%</b>	<b>\$384</b>
Dauphin	3	288,800	\$ 108,338,562	\$581	\$66,480	<b>0.87%</b>	<b>\$375</b>
Berks	3	430,449	\$ 151,044,990	\$696	\$69,272	<b>1.00%</b>	<b>\$351</b>
Erie	3	267,689	\$ 87,437,482	\$492	\$55,949	<b>0.88%</b>	<b>\$327</b>
Lehigh	3	376,317	\$ 116,881,808	\$499	\$69,440	<b>0.72%</b>	<b>\$311</b>
Northampton	3	318,526	\$ 95,865,996	\$624	\$77,103	<b>0.81%</b>	<b>\$301</b>
Westmoreland	3	352,057	\$ 86,543,508	\$412	\$64,708	<b>0.64%</b>	<b>\$246</b>
Chester	3	545,823	\$ 130,603,059	\$686	\$109,969	<b>0.62%</b>	<b>\$239</b>
<b>Cumberland</b>	<b>3</b>	<b>268,579</b>	<b>\$ 56,520,873</b>	<b>\$410</b>	<b>\$77,001</b>	<b>0.53%</b>	<b>\$210</b>

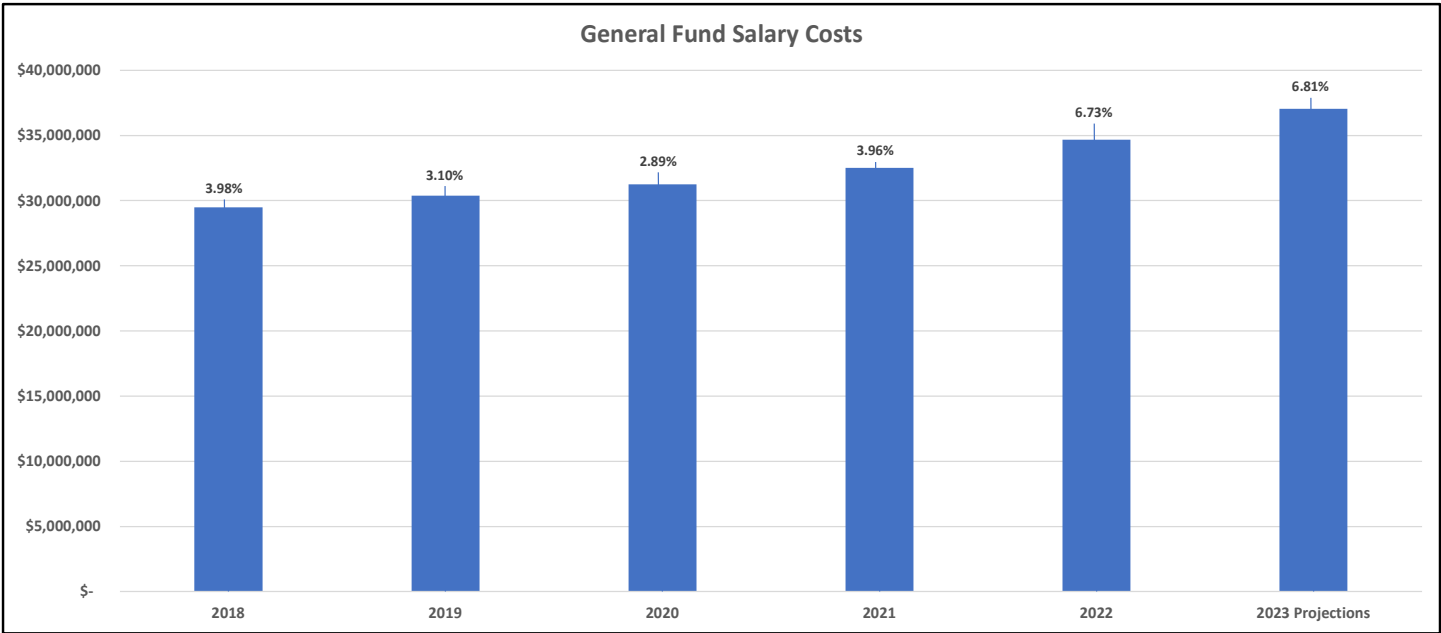
\* Denotes 2021 Data, 2022 ACFR was not available, will update when it becomes available.

County	2014 Rate	2023 Rate	2014-2023 Change
York	4.42	6.81	54.1%
Erie	4.93	5.96	20.9%
Lackawana	54.60	61.10	11.9%
Chester	3.98	4.36	9.5%
Luzerne	5.70	6.17	8.2%
Berks	7.37	7.66	3.9%
Westmoreland	20.99	21.49	2.4%
Lehigh	3.75	3.78	0.8%
<b>Cumberland</b>	<b>2.20</b>	<b>2.20</b>	<b>0.0%</b>
Dauphin	6.88	6.88	0.0%
Northampton	11.80	10.80	-8.5%

# Financial and Employment Trends

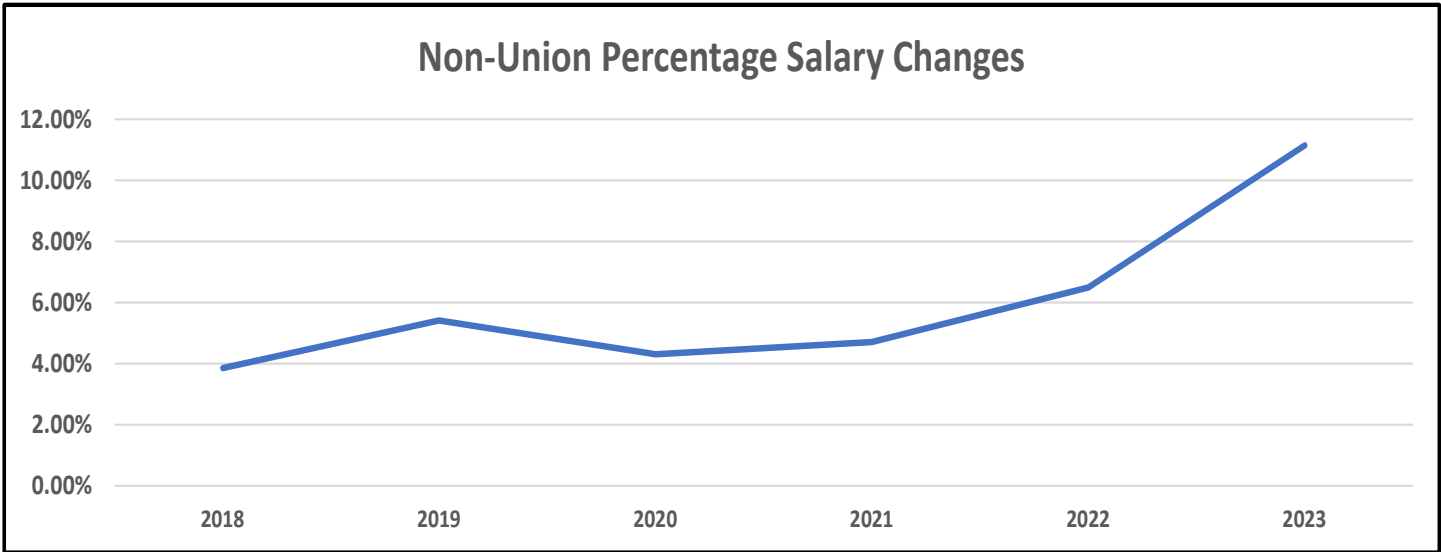
## General Fund Salary Costs

Actual General Fund salary increases year over year.



## Non-Union Percentage Salary Changes

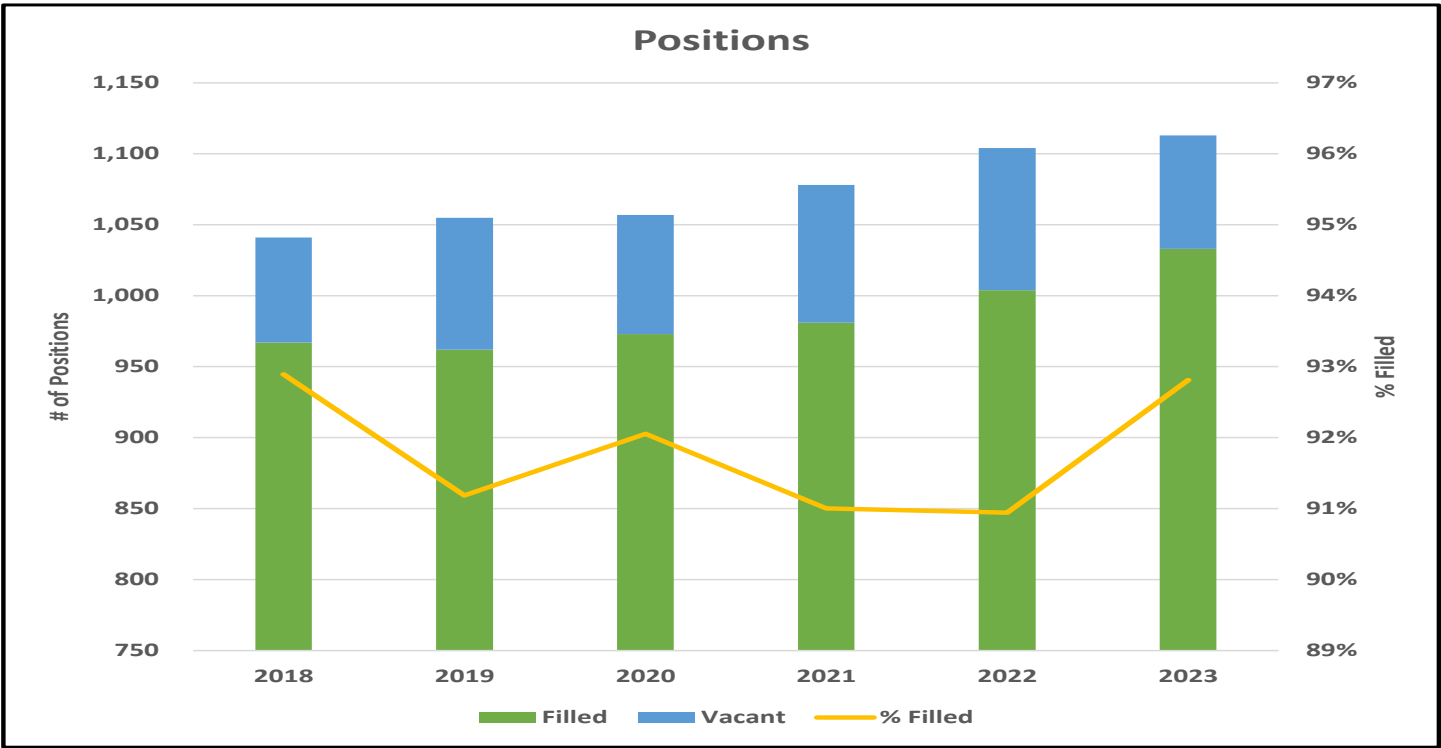
Wage scale increases given to non-union employees for 5-Factor implementation, performance management, and cost of living adjustments.



# Financial and Employment Trends

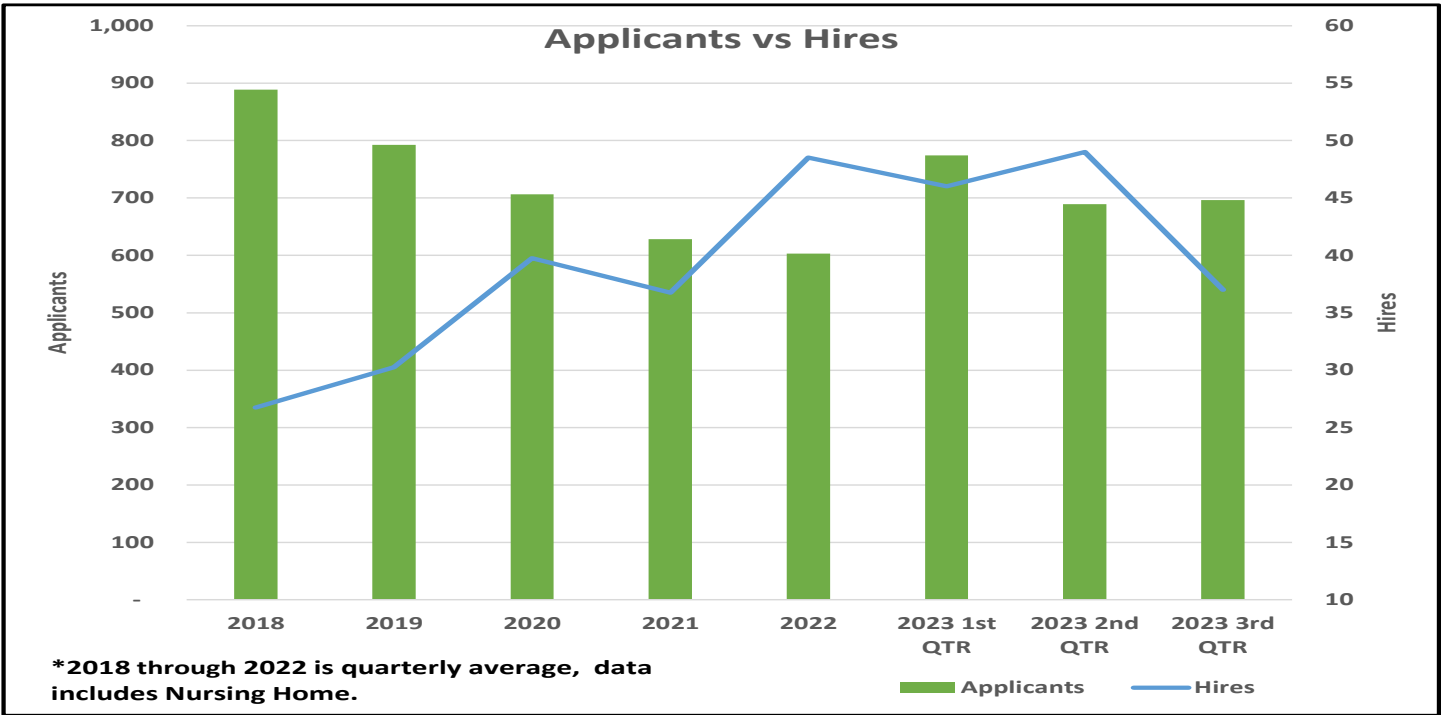
## Positions

This chart shows the number of filled and vacant positions, as well as, our percentage of filled positions.



## Applicants versus Hires

This chart shows the number of applicants and hires.

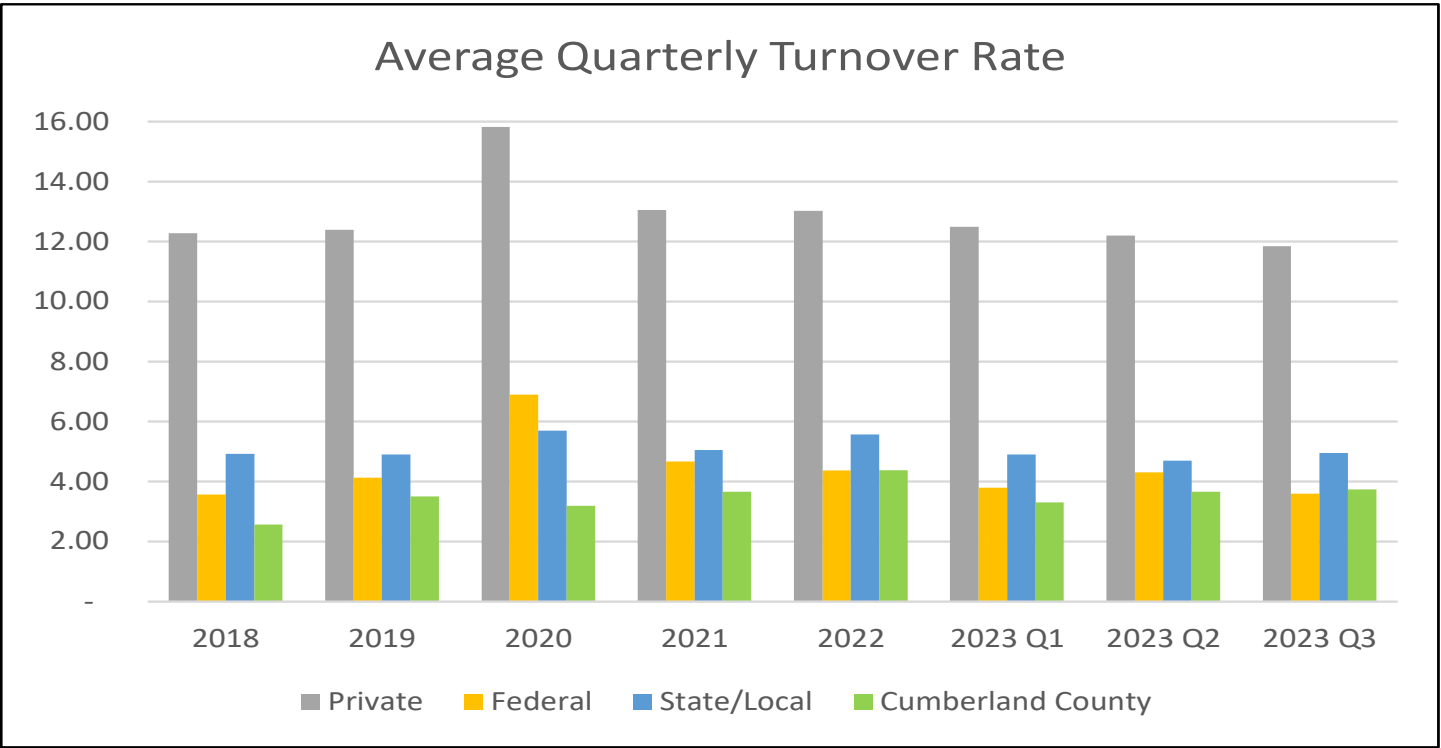




# Financial and Employment Trends

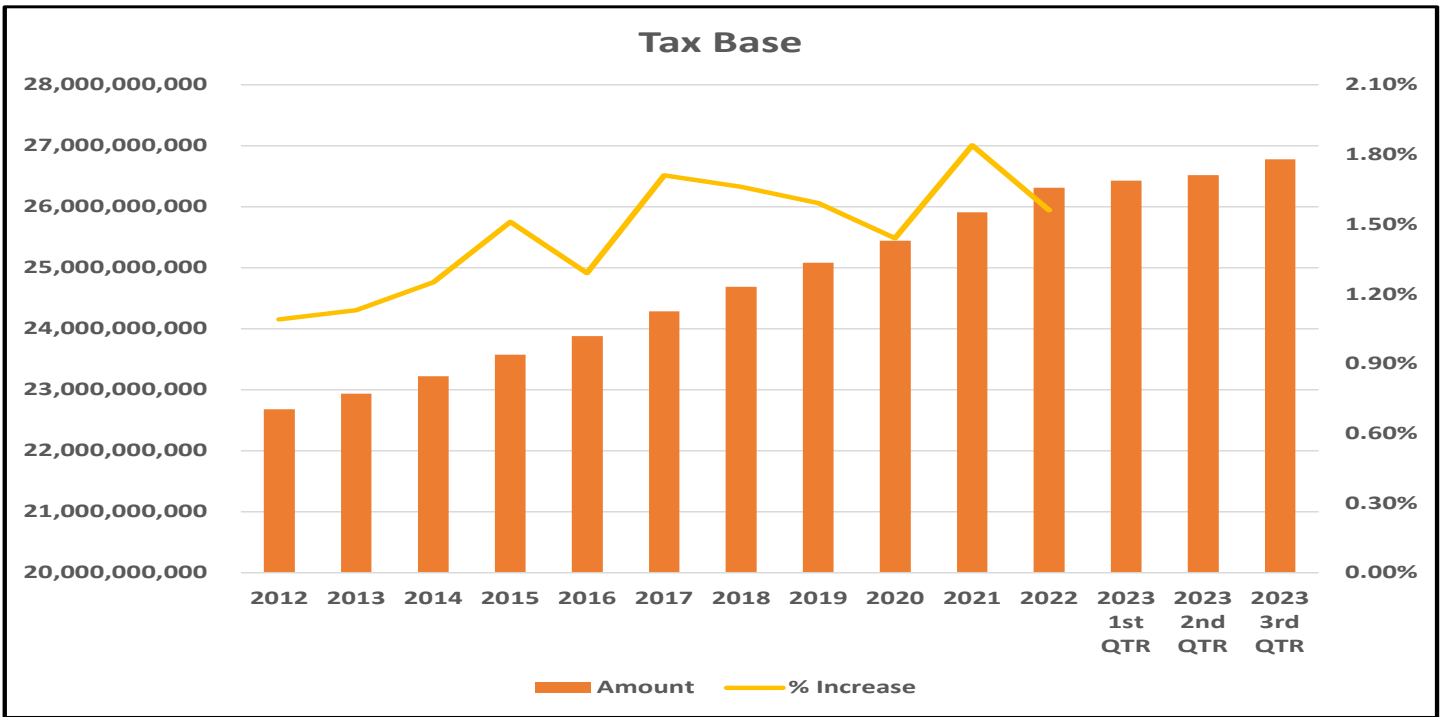
## Average Quarterly Turnover Rate

This chart compares the Cumberland County unemployment rate to that of the private industry, federal government, and state/local (excluding education).



## Tax Base

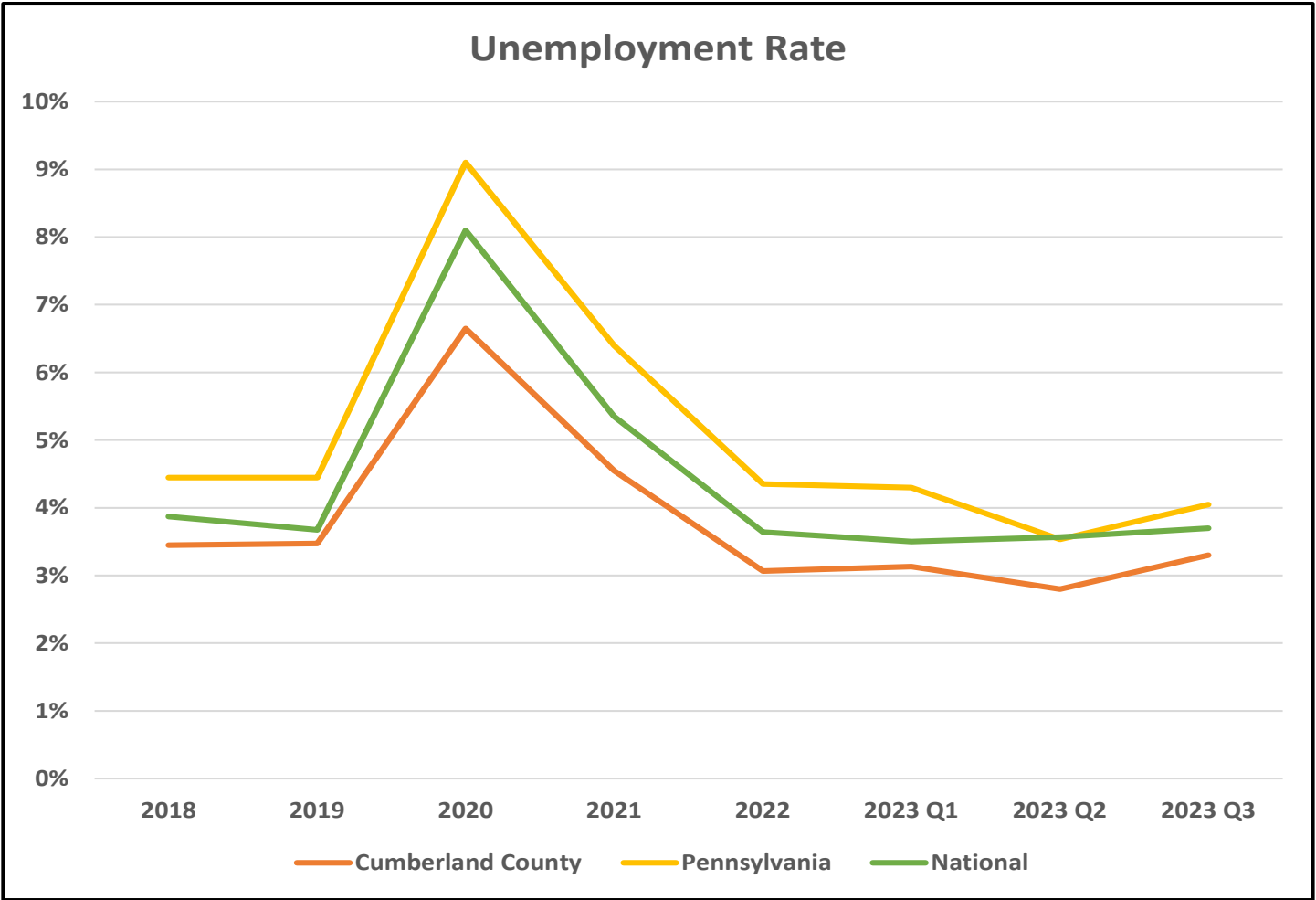
This chart shows Cumberland County’s growing tax base year over year.



# Financial and Employment Trends

## Unemployment Rate

This chart compares Cumberland County unemployment rate to Pennsylvania and national rates.



This Page Intentionally Left Blank

